

# **A PLAN FOR LOCAL TACTICAL RESPONSE TO WMD/TERRORISM EVENTS**

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Public Safety by the



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**State Public Policy Group, Inc.**



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## **A PLAN FOR LOCAL TACTICAL RESPONSE TO WMD/TERRORISM EVENTS**

### **Tactical Capacity for Local Response – Background**

In the wake of increasing threats and of events worldwide, Iowa cannot assume that its citizens are immune to any variety of terrorist and weapons of mass destruction (WMD) incidents. While that risk may be lower than risks on either coast, Iowa is in position as a key agricultural producer and home of numerous critical assets. Consequently, local response capacity to threats of all types calls for creation of adequate tactical response, and developing that capacity has been identified as a priority in Iowa.

Also determined was that local capacity must be developed strategically so that there is little duplication in the specialized local capacity for WMD/Terrorism level tactical response. In keeping with the national priorities expressed by US Department of Homeland Security (DHS), Iowa's state and local homeland security, emergency management, and first responder leaders sought a process that would foster cooperation and collaboration to achieve the goal.

Tactical response capacity, or Special Weapons and Tactics (SWAT) response capacity, in Iowa consists of a number of independent multi-jurisdictional teams, one multi-county Task Force, and several dozen county and municipal teams that cover their respective jurisdictions. The Iowa State Patrol has four tactical teams and has a statutory responsibility to respond to any tactical incident in any local jurisdiction if requested by that jurisdiction. (See Appendix for map.) No formal data exists regarding teams or trained officers, though estimates are that there are more than 60 teams and more than 600 officers serving on those teams. To further complicate the issue, there are no statewide or national guidelines, standards, or other requirements for unit composition, necessary equipment, or for the training or physical ability of officers serving on a tactical unit.

The Iowa Department of Public Safety (IDPS), Iowa State Patrol retained State Public Policy Group to design and manage a decision process to meet timelines of the DHS Office for Domestic Preparedness (ODP) Grant requirements.

### **Challenge**

The challenge of the Tactical Officer Task Force (TOTF) was to create local response capacity to WMD/Terrorism incidents anywhere in the state. The TOTF was established to review the issues, suggest solutions, and reach consensus on an implementation plan.

Though there are more than 60 local tactical units across the state, the lack of standards and tracking of tactical teams mean it is difficult to determine the level of capacity of any team or all teams as a whole. It is known and generally

accepted that jurisdictions' tactical units are staffed, trained, and equipped based on the commitment of the local law enforcement leadership and the local budget. That said, while some of the larger existing teams train more than 16 hours a month in tactical operations, no team in Iowa, including the ISP teams, are equipped with specialized equipment needed for a WMD/Terrorism level response.

The Tactical Officers Task Force faced making decisions to outline a mechanism to establish and maintain consistent tactical unit response capacity to a WMD/terrorist incident anywhere in the state. Issues to be resolved included, but were not limited to:

- Composition of and standards for teams.
- Designation of jurisdictions to meet WMD/terrorist criteria.
- Triggers for "regional" team call-out.
- Protocols for statewide tactical unit response.
- Form and general contents of contractual document; 28E Agreement.

The Task Force members began their responsibilities with the understanding that not every tactical unit in Iowa could benefit from the federal funding available for this initiative. With an approach of developing equitable access to WMD/Terrorism tactical response for all jurisdictions, the Task Force worked through the issues to be resolved, one by one, to achieve consensus.

### **Cooperation and Collaboration – Tactical Officers Task Force and Chiefs and Sheriffs**

The TOTF is a group of tactical team commanders and other stakeholders charged with the responsibility to develop guidance and standards that will ensure available, appropriate and consistent local tactical unit response to WMD/terrorism incidents throughout the state of Iowa. Through a work group process facilitated by SPPG, the TOTF developed statewide standards for training levels, personnel requirements, protocols for unit activation, and other issues that directly affect tactical units and the communities to which they are responsible to protect in the event of a terrorist or WMD event.

Earlier in 2004, the Iowa State Patrol convened an informal working group to begin to address this challenge. It provided a valuable background along with some preliminary positions on several of the key issues. The Tactical Officers Task Force was formed in October 2004 and included the members of the earlier group plus several additional stakeholders representing other resources and jurisdictions with no tactical units. The chiefs and sheriffs of the jurisdictions represented on the TOTF were also indirectly involved from the outset as their officers were responsible to keep them engaged and informed. Because a final plan would require consensus of the chiefs and sheriffs as well, it was important

to ensure their ongoing participation. (See the Appendix for a list of participants.)

The first meeting of the Tactical Officers Task Force was held November 23, 2004. The group got acquainted, reviewed the task, discussed previous work of the informal group, and identified issues. At the next meeting, December 22, 2004, the Task Force explored potential solutions to key issues including physical standards and team capacity levels. How this initiative might assist the awareness level teams was also discussed. At the third meeting, January 25, 2005, the Task Force members determined recommendations to include in the plan to be presented to their chiefs and sheriffs for discussion.

Chiefs and sheriffs convened for their first meeting on February 24, 2005 to review and discuss the plan proposed by the TOTF. While many of the elements were accepted, several key points remained unsettled. Chiefs and sheriffs were concerned there were no resources allocated for Type 3 (awareness) training, and the number and location of teams proposed in the plan did not provide adequate coverage of the state. A second meeting of the chiefs and sheriffs was held on March 2, 2005, at which these issues were resolved, and, with reservations expressed by several, consensus was reached.

The discussions from these meetings shaped the script and guided discussion questions used later for outreach meetings with stakeholders and policymakers from around the state to generate feedback and assist with implementation of the proposal.

## **Key Elements of the Plan for WMD Capacity for Local Tactical Response**

### *Components of Local Tactical Response Capacity*

The Task Force decided to model team and resource typing for tactical response with that of the National Incident Management System (NIMS), with which law enforcement will be expected to comply in the next few years. Though the resource typing remains in draft form, Iowa's WMD-level tactical response initiative will parallel the nomenclature and typing as it exists in NIMS now, and will be reviewed when NIMS resource typing is finalized.

Under NIMS, there are three categories of tactical units. Type 1 units are the most highly trained teams in the nation, primarily located in major metropolitan areas. They would be called upon to respond to major incidents that may have multi-state or national implications. Iowa would most likely not need or have a Type 1 unit immediately, but would instead rely on response from units located in cities such as Minneapolis, Kansas City, or Chicago. Type 1 teams are NOT a consideration of this initiative.

Type 2 tactical units are the tactical units receiving an advanced level of training and which will be expected to respond to a WMD/terrorist incident in Iowa. This initiative and the plan to develop statewide response capacity address the Type 2 unit qualifications, standards, equipment, and call-out criteria.

Type 3 tactical units are those most commonly found in Iowa's jurisdictions. These units receive basic awareness-level training for securing and containing a situation, with entry under certain circumstances. This initiative does NOT address requirements for these units, which are under the command and control of their local jurisdictions and which typically respond within their jurisdiction.

The Tactical Officers Task Force recommended eight Type 2 units to ensure adequate coverage of the state. The Task Force recommended four local jurisdictions serve as Type 2 – WMD level – units, plus an additional four ISP units, one placed in each ISP region:

- Cedar Rapids PD
- North Central Iowa – multi-jurisdictional
- Sioux City PD/Woodbury County SO
- STAR Unit – Des Moines PD/Polk County SO

(See Appendix for a map of the designated teams.)

#### *Role of Existing Tactical Units*

This plan and its implementation will not affect any existing local Type 3 unit, with the exception of those designated to meet the standards of this plan to achieve Type 2 response capacity. In accordance with this plan, this response will not impose the costs upon either jurisdiction (see Appendix for the 28E Agreement).

In addition, as a separate effort under another grant funding stream, Iowa Homeland Security and Emergency Management (HLSEM) is seeking suggestions and will continue to solicit requests for tactical awareness training for Level 3 teams. Providing that training as needed and requested by local jurisdictions was one of the areas of compromise in achieving a final plan.

#### *Regional Structure and Response*

Type 2 units, both from local jurisdictions and the ISP, will respond anywhere in the state when called for a WMD/terrorism incident.



<b>Location of WMD/Terrorist Incident</b>	<b>Tactical Unit Called to Respond</b>	<b>Tactical Unit(s) Called if Escalation</b>
Jurisdiction with Type 2 Tactical Unit	Home jurisdiction	Iowa State Patrol unit(s) OR nearby Type 2 unit(s)
Jurisdiction without Type 2 Tactical Unit	Iowa State Patrol unit	Iowa State Patrol unit(s) or nearby Type 2 local unit(s)
Jurisdiction without Type 2 Tactical Unit	Nearby Type 2 unit	Iowa State Patrol unit(s) or additional Type 2 unit(s)

#### *Response Triggers*

Decisions to request WMD/Terrorist tactical unit response will not necessarily require a Governor's action. The decision and request should rely on the judgment of the local officials if it is necessary to respond in a timely manner and avoid bureaucratic delays in incidents where lives and safety are at stake. Local officials will make a decision to call on a Type 2 commander to help assess the situation. The assessment is important to this process since it not only affects safety of the public and responders, but impacts the funding source as well. The Type 2 team call-out can be made by:

- Tactical Unit commander present on the scene
- HLSEM Duty Officer or Administrator
- Governor

#### *Composition of Type 2 Units*

Type 2 units (local and ISP) will be comprised of a minimum of 10-12 officers who meet the criteria for training and physical capacity. Specific selection of the individuals serving on those teams is the responsibility of the jurisdiction.

#### *Training Standards*

There are no uniform statewide or national standards for the training of tactical officers. Under this proposal, officers serving on Type 2 units would be required to have 16 hours per month of tactical training, with content including securing a site, containment, and entry. Training will include specialized tactics and use of specialized equipment necessary for WMD/Terrorism incidents. Annual training will also be included and involve multi-agency, multi-discipline, and full-scale training and exercise.

### *Physical Standards*

Physical standards for Type 2 tactical officers are expected to be stringent in recognition of the niche requirements of these individuals responding as part of a unit. There are no national or statewide standards or guidelines, though there are models that can be adapted.

Physical standards for Iowa's Type 2 tactical officers will be implemented according to the following:

- Compliance with any federal requirements, such as OSHA, and
- Compliance with physical standards and requirements established by the local jurisdiction for Type 2 tactical officers.

### *Equipment*

Type 2 units need additional specific equipment, above and beyond that commonly used by Type 3 units, to meet the more advanced demands of WMD/terrorist response capacity.

Once the designation of the Type 2 units was made, representatives of those jurisdictions worked within the parameters of the budget to identify the equipment that required to augment existing capacity for WMD/terrorist response. Equipment decisions also take into consideration the NIMS resource typing guidance when it is finalized.

Through subsequent research provided by Task Force members, an estimate of \$16,825.98 per officer was estimated for equipment. Higher than initial estimates given to the TOTF and Chiefs and Sheriffs, the revised budget took into consideration a significantly higher cost of a tactical suit that meets basic needs for mobility, durability, noise, and other factors. (See the Appendix for the proposed budget.)

### *Sustainability of Designated Type 2 Tactical Units*

Each tactical unit participating in this statewide response capacity initiative will agree to invest local funding to maintain the tactical unit into the future. Expectations under the agreement are that the Type 2 teams will be maintained throughout the life of any equipment purchased under this plan. It is unlikely federal funding will continue to flow into Iowa indefinitely to support this initiative much beyond FY05.

### *Tracking and Recordkeeping*

The absence of existing national or statewide standards and recordkeeping places Iowa in a position to establish a monitoring and recordkeeping system to ensure statewide response capacity is maintained under this initiative.

Staff at Iowa Homeland Security and Emergency Management (HLSEM) is responsible to the funding source to track and record the information that will need to be captured as part of their required reporting for the grant. Once federal funds disappear, the designated Type 2 departments will assume the responsibility to track and record the information necessary to assure statewide tactical response capacity.

### *28E Agreement*

A 28E Agreement provides the greatest opportunity to customize and specify the parameters of the statewide capacity for tactical unit response. An agreement was developed developed by participating jurisdictions. It addresses cost and liability issues by making any WMD/terrorist call-outs an activation of state resources, thus making the financial responsibility that of the state as well. Participating jurisdictions and the state were involved in establishing the terms of the 28E Agreement. The draft Agreement was reviewed by participating jurisdictions and HLSEM, reviewed by the Office of the Attorney General, and submitted to each jurisdiction for approval. Signature by each jurisdiction will occur as soon as it receives approval by the policy body of the jurisdiction.

### **Funding Considerations**

Funding for this local tactical capacity development effort is provided from the local portion of the US DHS Office for Domestic Preparedness funds for FY 04 and FY 05. Beyond these two years, it is not yet known whether additional funding designated for local tactical response capacity will be available.

Funding requests were submitted to Iowa HLSEM and reviewed by The First Responder Advisory Committee. General Dardis and Administrator Miller make final budget approvals. The approved funding level for FY 04 is \$1 million; for FY 05, \$1,005,360 was approved. Representatives of the tactical teams developed an itemized budget based on the priorities and decisions reflected in this report and on subsequent pricing of equipment. The budget is included in the Appendix.

### **Additional Considerations**

Developing WMD/Terrorist capacity at the local level for tactical response is a unanimous priority of the members of the TOTF and the chiefs and sheriffs. Some noted there are current needs for this level of capacity. Certainly, Iowa's role in the quadrennial presidential campaigns and high profile events such as the National Governors Association underscore the importance of this capacity at the local level.

Reaching agreement on the key issues was not always simple, but the TOTF members were determined to work to a best case solution within the constraints of departmental independence and current practice. Since there were no state

or national standards from which to work, the discussion spanned a range of issues currently addressed differently by each department. Training and physical standards were primary examples of the difficulty establishing consistent requirements while respecting the authority of the local jurisdiction to establish its own departmental standards.

The chiefs and sheriffs understood the need to develop the plan, but their broader departmental views sometimes meant reaching consensus was more difficult. Faced with a choice, they certainly would have preferred to also assist the Type 3 teams and spread the available funds to more designated Type 2 teams. Recognizing two major obstacles to this approach – prohibitions on use of the funds for supplanting programs and a limited total amount of funds in all – the chiefs and sheriffs were able to work collaboratively to reach consensus on the plan.

A series of outreach meetings was facilitated by State Public Policy Group to inform local law enforcement leaders, policymakers, county emergency management coordinators, and others of the tactical capacity plan and implementation efforts. Sixteen sessions were held in eight communities to gather feedback about the local WMD level tactical capacity plan. See the Appendix for a more detailed description of these themes emerging from the outreach sessions:

- Stakeholders and policymakers emphasized the local element of this capacity, citing that while they feel they may need this level of support at some time, the most likely events are such things as school incidents and meth labs.
- The message of unified command came through strongly with stakeholders.
- Ensuring the local responders are trained well enough to manage the incident until a Type 2 team arrived was important to both groups of participants. They were very supportive, however, of the capacity and willingness of both local and state resources to work together to respond.
- Detailing the protocols and guidelines is important to local stakeholders to guard against the risk of costs of a response being later charged to the local jurisdictions. The Type 2 determination process in an incident is extremely important to the.
- Physical standards are supported by most. There is a recognition, though, that some of the physical standards are not directly related to the demands of the job. They also value the contributions of seasoned veterans in tactical operations who may not be the most physically fit. They were pleased with the decision to allow local jurisdictions to set their own physical standards for tactical officers.
- Increased efforts toward training are important to policymakers and stakeholders. Not only do the Type 2 officer need specialized training, but

Type 3 officers and first responders in communities with no tactical teams need awareness training on such topics as agroterrorism and on chemical, biological, and radiological events.

- There is a concern that this effort should include the Veterinary Rapid Response (VRR) group as a component of this effort. Agro-terrorism is a primary concern among many stakeholders and responders statewide.
- The call-out protocol was supported by most participants. The expertise provided by the Type 2 commander and unit is necessary and easily accessed. The concerns voiced were around the risk of false alarms and any resulting cost to the local jurisdiction.
- Many expressed concern that the Iowa State Patrol would not be able to respond within the targeted time frame of two to three hours. While not critical of ISP's qualifications, they noted they are simply understaffed and stakeholders doubted ISP could field a team in the necessary time. One individual felt strongly enough to contact SPPG independently with this feedback and to say its jurisdiction was likely going to establish its own unit because leaders feel they cannot afford to wait for ISP response.
- Western and northwestern Iowa were more focused on the capacity of the ISP than the local jurisdictions. Since they currently rely on ISP for their primary response, this creates no new procedures for them, but enhances the level of capacity for their jurisdictions.
- Stakeholders and policymakers overwhelmingly noted that if federal funding for this effort ends, the non-designated jurisdictions should not be required to help support maintenance of the capacity in the 4 local jurisdictions or the ISP teams. They strongly believe this is a statewide effort that should be funded with state dollars.

## **The Participants**

### *Tactical Officer Task Force Members*

Don Armstrong, Woodbury County Sheriff's Office  
Brent Cirksema, Waterloo Police Department  
Bob Clock, Metro Special Tactics and Response  
Todd Erskine, Storm Lake Police Department  
Dick Fellin, Consultant  
August "Dutch" Geisinger, Iowa Homeland Security & Emergency Management  
Charles Hertz, Woodbury County Sheriff's Office  
John Horton, Sioux City Police Department  
Randy Jones, Iowa State Patrol  
Richard Kinseth, Iowa State Patrol  
Mark Kirkpatrick, Sioux City Police Department-Drug Task Force  
Joe Liebold, Waterloo Police-Patrol Division  
Ron Meyer, Johnson County Sheriff's Office  
Doug Mollenhauer, Iowa State Patrol  
Len Murray, Des Moines Police Department  
Doug Phillips, Metro Special Tactics and Response Team  
Al Poirier, Bettendorf Police Department- Detective Bureau  
Scott Sievert, Davenport Police Department  
Joe Smutz, Jefferson County Sheriff's Office  
Mark C. Stine, Iowa State Patrol  
Jeff Swanson, Scott County Sheriff's Office  
Ron Wenman, Coralville Police Department  
Mike Zlatohlavek, Linn County Sheriff's Office

### *Chiefs and Sheriffs*

Rick Ahlstrom, Chief, Cedar Falls Police Department  
Dennis Anderson, Sheriff, Polk County Sheriff's Office  
Barry Bedford, Chief, Coralville Police Department  
Mike Bladel, Chief, Davenport Police Department  
Doug Book, Chief, Forest City Police Department  
Gerald Bustos, Commander, Quad Cities Bomb Squad  
Dennis Conrad, Sheriff, Scott County Sheriff's Office  
Jeff Danker, Sheriff, Pottawattamie County Sheriff's Office  
Harry Daugherty, Chief, Marion Police Department  
Jerry Droz, Sheriff, Jefferson County Sheriff's Office  
Joe Frisbie, Chief, Sioux City Police Department  
Bob Garrison, Commander, Iowa Department of Public Safety, Iowa State Patrol  
Dutch Geisinger, Iowa Homeland Security & Emergency Management,  
Preparedness Bureau  
Thomas Jennings, Chief, Waterloo Police Department  
Mike Klappholz, Chief, Cedar Rapids Police Department/Iowa Police Executive  
Forum  
Bill McCarthy, Chief, Des Moines Police Department

Keith Mehlin, Chief, Council Bluffs Police Department  
Doug Mollenhauer, Iowa State Patrol, Iowa Department of Public Safety  
Glenn Parrett, Sheriff, Woodbury County Sheriff's Office  
Mark Prosser, Public Safety Director, Storm Lake Police Department  
Lonny Pulkrabek, Sheriff, Johnson County Sheriff's Office  
Phil Redington, Chief, Bettendorf Police Department  
Kevin Techau, Commissioner, Iowa Department of Public Safety  
Kim Wadding, Chief, Dubuque Police Department  
RJ Winkelhake, Chief, Iowa City Police Department  
Don Zeller, Sheriff, Linn County Sheriff's Office





## APPENDICES

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### *Plan Implementation*

Once the TOTF plan for local tactical response to WMD/Terrorism events was accepted by the TOTF, commanders of the local jurisdictions were charged with working in a smaller group to complete the necessary documents required to move the initiative forward in a timely manner. Drafts of documents were circulated to the larger group, comments incorporated into the drafts, with final documents completed late in May.

The following pieces were developed by representatives of the designated teams and follow in this section:

- Timeline for Implementation
- Implementation Plan
- Budget
- 28E Agreement

## Timeline

[illegible]

## **Implementation Plan**

### **IOWA'S TACTICAL OFFICER'S TASK FORCE Implementation Plan: May 25, 2005**

#### **State Homeland Security Grant Program (SHSGP)**

The U. S. Department of Homeland Security established the "State Homeland Security Grant Program" (SHSGP) to assist states and local governments to enhance the preparedness of the nation to combat terrorism. In addition, SHSGP includes planning and administrative funds to support updating and implementing State Homeland Security Strategic Plans and funds to support training at the state and local level.

Iowa Homeland Security and Emergency Management has written two updates to the original "Iowa Homeland Security Strategy: Envisioning the Future", based in part on the recommendations of the First Responders Advisory Committee. The "FY 2004 The Iowa Homeland Security Strategy (Condensed)" Objective 5.5 Page 25, and "FY 2005 The Iowa Homeland Security Strategy" Objective 5.5 Page 29 identifies Special Weapons and Tactics (SWAT) among the response capabilities and capacities to be expanded.

The First Responders Advisory Committee recommended that \$1 million dollars from the FY 2004 State Homeland Security Grant Program's 80% pass through to local governments, be set aside to expand response capabilities and capacity for SWAT response.

In December 2004, representatives of the Tactical Officer's Task Force presented a proposal to the First Responders Advisory Committee, requesting additional funding from the FY 2005 State Homeland Security Grant Program. After much deliberation, an additional \$1,005,360 dollars was approved for the Tactical Officer's Task Force. (Budget presentation attached)

The FY 2004 SHSGP funds were awarded to the State of Iowa on December 31, 2003 and the grant period ends on November 30, 2005. The FY 2005 SHSPG were awarded to the State of Iowa on February 28, 2005 and the grant period ends on March 31, 2007.

#### **State Public Policy Group (SPPG) Tactical Officer's Task Force**

The initial Tactical Officer's Committee was formed in early 2004 and was led by the Iowa Department of Public Safety. While the initial committee achieved much progress, many administrative issues remained and a general consensus among the members was difficult to establish within the parameters that were initially presented.

In September of 2004, Iowa Homeland Security and Emergency Management and Iowa's Department of Public Safety contracted with the State Public Policy Group to establish Task Forces to facilitate group discussion, identify issues, organize the work products and establish consensus on a broad range of issues. The first Tactical Officer's Task Force meeting occurred on November 23, 2004.

The general focus was to create and identify the strategic location for the placement of four (4) regional tactical teams with an expanded capability to respond to a weapon of mass destruction (WMD) event. The final consensus reached was to invest in eight (8) existing tactical teams comprised of four (4) state teams, and four (4) local teams. This concept would provide statewide coverage and capacity for National Incident Management System (NIMS) Resource Typing of Type 2, Tactical Team operations.

Once the parameters were identified the participating jurisdictions were identified as the Iowa State Patrol, the North Central Iowa Narcotics Task Force, Woodbury County Sheriff's Office, Des Moines/Polk County Metro S.T.A.R and Cedar Rapids Police Department.

Other than the limited resource typing definition provided in the NIMS Resource Typing Document, there are no nationwide tactical officer or team standards. The National Tactical Officers Association (NTOA) has some guidance available and recommendations for tactical operations, training and equipment, but nothing that is binding to an agency or jurisdiction.

Other issues discussed includes:

- Each agency will be responsible for determining and maintaining the fitness of their personnel to perform the duties required.
- Discussions on the number of personnel assigned to each of the Tactical Task Force Teams ranged from a minimum of seven (7) to a maximum of twelve (12) members. Each of the eight (8) Tactical Task Forces will be comprised of twelve (12) members.

Recent joint training and the integration of bomb and hazardous materials personnel into a tactical entry team, has demonstrated that a couple of tactical members need to be assigned specifically to the protection of the bomb and hazardous materials support personnel.

We are also concerned that much of the equipment and training is specific to the individual team members and we need some capacity to account for an unavailable team member.

- Equipment used by hazardous materials teams is not suitable to perform tactical operations, first its' not bullet resistant and it's not tactically feasible.

While fire department's work from the premise of protecting its' personnel at the highest level, tactical operations require the thought process of protecting against the lowest "known" level of threat. Mike Shannon from R.I.G. provided this insight during a recent joint training exercise.

- The participating tactical teams will develop equipment lists and specifications to equip the tactical task force team members for this type of mission. We are seeking outside assistance in developing the equipment lists and vendors.
- The major issue that remains is the completion, review and approval of the budgets for both FY 2004 and FY 2005 SHSGP funds.
- Until the Type 2 Tactical Teams become fully trained and comprehend the mission requirements, we may not know all of the individual or supplemental team support equipment that may be required. Such items may include remote or individual detection and monitoring equipment or ballistic blankets etc.
- Individual team members will need training specific to the new equipment and then transition into integrated team training activities.
- The teams will also need to participate in statewide training, as well as joint training with local responders, bomb squads, hazardous materials teams and with the 71<sup>st</sup> Civil Support Team.
- The training will take front line people away from their normally assigned duties for extended periods of time and some amount of funding was allocated to assist participating jurisdictions backfill the positions.

The final report from SPPG is due in May 2005.

## **28 E Agreements**

The task force believes that each participating jurisdiction needed to be a signatory to the Iowa Mutual Aid Compact (IMAC), however the state conveyed that individual 28 E Agreements would be required from each participating jurisdiction to cover task force operations. Following the achievement of consensus for the operational concepts for the task forces between the chief's, sheriff's and state representatives, the 28 E Agreement was developed.

It was decided to model the 28 E Agreements for both Tactical Officers and EOD Task Forces, after the Urban Search & Rescue (USAR) Team 28 E Agreements. We believed that since the USAR Agreements had already been reviewed and approved by the Iowa Attorney General's Office, Iowa Homeland Security and Emergency Management and two local jurisdictions, they would likely be acceptable to most of the participating entities. We also wanted to keep consistency between the various agreements and task force operations to ease the burden on jurisdictions that are participating in multiple task forces and the state. Most changes relate directly to the differences in the functions of the

Tactical Officer's Task Force and the inclusion of the respective agency pension systems.

The original drafts were developed and submitted for review by task force members on March 20, 2005. The draft was revised twice before the first consensus was reached. The draft was presented to SPPG on April 04, 2005 for submission to the state. The City of Cedar Rapids provided late comments that were incorporated in a final Agreement draft that was submitted to the State Attorney General's Office on May 19, 2005. The task force was originally advised that no purchases could be made, until one local jurisdiction had signed the 28 E Agreement.

The State Attorney General's Office may revise the proposed draft of the 28 E Agreement. The product from the Attorney General's review will be submitted to the Department of Public Safety and Iowa Homeland Security and Emergency Management for review and approval.

The participating jurisdiction's review and approval cannot begin until the state agencies have a final version of the 28 E Agreements. Each jurisdiction will submit the agreements to their attorneys and risk managers. We hope the participating jurisdictions will accept the agreement as written and will not request additional language that significantly alters the agreement or creates inconsistencies between the various task forces. After the local review processes, the agreements will need to be submitted with supporting documentation and appropriate publication on city council or county boards of supervisors agendas for resolution and the respective elected official's signature. We expect the participating agency review and approval processes to take 30 to 45 days.

### **Task Force Leadership**

We recognize the need to maintain the "Task Force" concept after the final report from SPPG. We recommend the development of a "Task Force Leadership Committee" that would be comprised of the Task Force Commander or designee from each of the participating entities and a representative of Iowa Homeland Security and Emergency Management in an advisory capacity. The chairman and vice-chairman would be rotating positions identified by the members of the Task Force Leadership Committee.

The Task Force Leadership Committee would be responsible for establishing program budgets, equipment specifications, coordinating equipment purchases and dissemination, establishing statewide joint and multi-discipline training opportunities and participation in regional exercises. The Task Force Leadership Committee would also review all responses and provide recommendations on improving the process for future responses.

The Task Force Leadership Committee would be responsible for reporting to and keeping their jurisdictions and Iowa Homeland Security informed of Task Force matters and for the completion of grant program reporting requirements.

### **2004 Project Budget**

The proposed FY 2004 SHSGP Project Budget is attached for review. The primary purchases will be related to the high priority response equipment. The training, exercising and backfill costs will be delayed until the FY 2005 SHSGP Budget. First, each squad will need to have access to the new equipment in order to be adequately trained in its' use, and secondly, we are approaching the November 30, 2005 deadline for the FY 2004 SHSPG funding period. We do not have adequate time to prepare and schedule the training opportunities. Task Force participants will continue to participate in local, regional and state exercises at their current level of capability and availability.

The FY 2004 SHSGP Budget will be developed with the information gathered from further task force workgroup efforts described in detail below. The refined budget proposal must be returned to Iowa Homeland Security to be channeled through the appropriate review processes, prior to making any expenditure of funds.

### **2004 Equipment Specifications**

Tactical Task Force members have been in communication with other states that are in their third or fourth round of equipment purchasing. We sent representatives to Springfield, Illinois on May 11, 2005 that met with Captain Robert W. Haley Commander of the Illinois State Police Critical Incident Response and State Weapons of Mass Destruction Team. Information was gathered from the Illinois experience and was used to develop the Iowa Type 2 Tactical Task Force equipment specifications.

The equipment list was reviewed and vendors were contacted to develop cost estimates to prepare more refined budget documents.

Each task force commander will be involved in continuing discussions and meetings to create consensus in the equipment being proposed for purchase. The refined specifications will be sent forward for purchasing.

### **2004 Equipment Purchasing**

We recognize the importance of purchasing power and since we will be purchasing much of the same manufacture and model numbers of equipment, it makes sense for the task force to consolidate it's efforts and work through a centralized purchasing process. Upon the direction of Iowa Homeland Security we are ready to begin the purchasing process through either the Iowa's General

Service's Administration or City of Des Moines. We recommend the purchasing effort for the task force be coordinated through Iowa Homeland Security, the State Department of Public Safety and the Des Moines / Polk Metro S.T.A.R., which are located within blocks of each other to expedite this effort and ensure adequate input with the purchasing agents occurs. All task force commanders must be kept abreast of all purchasing efforts.

Delivery of CRBNE complaint tactical clothing is estimated to take 3 to 4 months from the date the order is received by the manufacturer. We have been informed that the SHSGP Funding is based on the actual receipt of the goods and the FY 2004 funding period ends on November 2005. We have less than seven months to prepare a comprehensive equipment list, research the latest models, develop the specifications and vendor lists, before engaging in the actual purchasing process.

### **2004 Final Reporting**

Final reports to the U. S. Department of Homeland Security are due within 120 days of the end of the grant period (March 31, 2006). The Task Force Leadership Committee will cooperate with Iowa Homeland Security (State Administrative Agency) to fulfill the reporting requirements to include the Financial Status Report (FSR) and the Biannual Strategy Implementation Report (BSIR). The Federal Grant Administrator will then complete the Grant Adjustment Notice (GAN) to close out the grant process.

### **2005 Project Budget**

The proposed 2005 Project Budget was presented to the First Responders Advisory Committee and Iowa Homeland Security in December of 2004. The budget will be reviewed and adjustments made based on equipment that may have been acquired from other funding sources or improvements in technology or changes in needs are identified.

Task Force participation in training and exercises will cause some use of consumable materials and equipment, that can be used in future training and exercise activities. However many of the consumables will need to be replenished in order to be prepared for actual responses. While it is not intended, we may have some equipment that needs to be repaired as a result of the learning and exercise activities, when the limitations of the equipment are tested and defined.

Significant changes in the program budget will be proposed to Iowa Homeland Security to be channeled to through the appropriate review process, prior to making expenditures.

### **2005 Equipment Specifications**



The 2004 SHSGP Program funds are designated to purchase individual team member equipment and clothing to bring all of the Type 2 Tactical Task Force participants to an acceptable operating level across the board. This will enable teams to initiate training programs and develop the response capacity for WMD events. The FY 2005 SHSGP Program funds will be used to increase the level of capability of all of the Type 2 Tactical Task Forces across the state and fill voids in individual or team equipment needs to be determined as we gain experience. We may also identify additional equipment needs as we attempt to integrate response with regional bomb squads and hazardous materials teams.

### **2005 Equipment Purchasing**

The FY 2005 SHSGP purchasing will be consistent with the purchasing strategies that were developed and refined during the FY 2004 SHSGP purchasing activities. It is our intent to maximize the use of state and federal GSA contracts to expedite the purchasing process and achieve the most cost effective pricing.

### **2005 Training**

The major portion of the individual, team, joint, regional and statewide training and exercises will be funded from the 2005 Budget. This will also involve the use of backfill funding to the participating agencies to compensate for the significant commitment of personnel as we develop the higher level of response capability.

### **2005 Final Reporting**

Final reports to the U. S. Department of Homeland Security are due within 120 days of the end of the grant period (June 30, 2007). The Task Force Leadership Committee will cooperate with Iowa Homeland Security (State Administrative Agency) to fulfill the reporting requirements to include the Financial Status Report (FSR) and the Biannual Strategy Implementation Report (BSIR). The Federal Grant Administrator will then complete the Grant Adjustment Notice (GAN) to close out the grant process.

### **Future Funding**

The cost to purchase all of the individual equipment and minimal training of personnel to staff eight (8) Type 2 Tactical Teams is significant and exceeds the original \$2,005,360 dollars set aside for this effort. The \$2,025,536 dollars estimated to begin to develop the WMD Tactical capacity in the State of Iowa is \$25,536 dollars short and does not include any support vehicles to transport the gear. Response time and the availability of trained personnel to sustain an ongoing operation for several days are factors that must be considered before reducing the number of proposed Task Force Divisions in Iowa.

The initial costs include the purchase of two sets of many items of individual gear, one set that is opened and used for training and a second set that is stored

and ready for an actual deployment. Much of the stored personal protective clothing has a specified shelf life. Tactical Team Members, just like firefighters, must train dressed in the actual gear they will wear during a deployment. They must qualify with the weapons systems they will be using to address a threat while wearing the entire ensemble of WMD protective response equipment.

Each of the participating agencies will be providing significant financial and resource support in the partnership with the State of Iowa to create the Type 2 Tactical Task Force Divisions to support Iowa. An additional round of funding from FY2006 SHSGP will be required to complete the Task Force Team Equipment and complete the initial training evolutions to make the Tactical Task Forces a reality.

## Budget

IOWA TACTICAL TASK FORCE BUDGET SHSGP FY2004					
EQUIPMENT AND RELATED ITEMS					
AEL	ITEM NO.	DESCRIPTION	UNIT COST	QTY.	TOTAL COST
20.1	1	Individual, CBRNE Tactical Entry Clothing Ensemble	\$17,000.00	59	\$1,003,000.00
	2				\$0.00
	3				\$0.00
	4				\$0.00
	5				\$0.00
	6				\$0.00
	7				\$0.00
	8				\$0.00
	9				\$0.00
	10				\$0.00
	11				\$0.00
	12				\$0.00
		Subtotal Equipment and Related Items			\$1,003,000.00
TRAINING AND RELATED ITEMS					
		Unable to engage in meaningful training until the equipment is purchased.			
		Tactical Task Forces to continue to participate in local training and exercises			
		Subtotal Training and Related Items			
EXERCISES AND RELATED COSTS					
		Unable to engage in meaningful exercises until the equipment is purchased.			
		Tactical Task Forces to continue to participate in local training and exercises			
		Subtotal Exercises and Related Items			
BACKFILL AND RELATED COSTS					
		No backfill costs until training and exercises begin with SHSGP FY2005			
		Subtotal Backfill and Related Costs			
GRAND TOTAL SHSGP FY 2004					\$1,003,000.00

**IOWA TACTICAL TASK FORCE BUDGET SHSGP FY2005**

<b>EQUIPMENT AND RELATED ITEMS</b>					
<b>AEL</b>	<b>ITEM NO.</b>	<b>DESCRIPTION</b>	<b>UNIT COST</b>	<b>QTY.</b>	<b>TOTAL COST</b>
20.1	1	Individual, CBRNE Tactical Entry Clothing Ensemble	\$20,000.00	37	\$740,000.00
7.2.1.3	2	MultiRae Four Gas Monitor	\$3,761.00	8	\$30,088.00
	3				\$0.00
	4				\$0.00
	5				\$0.00
	6				\$0.00
	7				\$0.00
	8				\$0.00
	9				\$0.00
	10				\$0.00
	11				\$0.00
	12				\$0.00
		Subtotal Equipment and Related Items			\$770,088.00

<b>TRAINING AND RELATED ITEMS</b>					
		Individual and Team Training on New Equipment X 8 Teams	\$2,000.00	8	\$16,000.00
		Joint Training and Conference X 96 Tactical Officers	\$500.00	96	\$48,000.00
		Expendables such as practice ammunition, mask filters	\$250.00	96	\$24,000.00
					\$0.00
		Subtotal Training and Related Items			\$88,000.00

<b>EXERCISES AND RELATED COSTS</b>					
		Lodging 1 Night X 96 Officers X \$45.00	1X96X45.00		\$4,320.00
		2 Days X 96 Tactical Officers X 34.00 Per Diem	2X96X34.00		\$6,528.00
					\$0.00
					\$0.00
		Subtotal Exercises and Related Items			\$10,848.00

<b>BACKFILL AND RELATED COSTS</b>					
		96 Tactical Officers X 40 Hours X \$40 (Time and one half)	96X40X40		\$153,600.00
					\$0.00
		Subtotal Backfill and Related Costs			\$153,600.00

<b>GRAND TOTAL SHSGP FY 2005</b>					<b>\$1,022,536.00</b>
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**IOWA TACTICAL RESPONSE TEAM  
28 E AGREEMENT**

**I. PURPOSE**

*This Agreement is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2005, by and between the State of Iowa, hereinafter referred to as the State, and the \_\_\_\_\_ hereinafter referred to as the Sponsoring Organization. The purpose of this document is to delineate responsibilities and procedures for tactical team response to a terrorist or weapons of mass destruction incident under the authority of the State of Iowa, and the direction of the Department of Public Defense, Iowa Homeland Security and Emergency Management Division.*

**II. SCOPE**

*The provisions of this Agreement apply only to activities performed by the Sponsoring Organization's Task Force Division while training, exercising, or during emergency responses initiated by the Iowa Homeland Security and Emergency Management Division. Details concerning specific working relationships may be appended to this document as they are developed. Addendums to this Agreement must have written approval of all parties and must be attached to this document.*

**III. APPLICATION**

- a. The Sponsoring Organization agrees to participate as a sponsoring organization willing to respond to terrorist or weapons of mass destruction incidents, within the state of Iowa, as part of a larger regional response plan when requested, unless the Sponsoring Organization's Task Force Division is needed to perform emergency services in its' own jurisdiction. The Sponsoring Organization will be one of five (5) entities providing resources to the Iowa Tactical Response Team Plan.*
- b. This Agreement is intended to enhance tactical response capabilities for terrorist or weapons of mass destruction incidents within the State of Iowa. Under this Agreement the Sponsoring Organization agrees to deploy outside its jurisdiction for terrorist or weapons of mass destruction incidents when formally requested by the Iowa Homeland Security and Emergency Management Division, unless the Sponsoring Organization's Task Force Division is needed to perform emergency services in its' own jurisdiction.*
- c. Specialized equipment required to facilitate such missions and activities will be purchased using federal funding sources. Procurement of specialized equipment will make it possible for tactical teams to secure incident sites that may be contaminated due to a terrorist or weapons of mass destruction incident. Additional funds for training and personnel will be part of this Agreement.*
- d. This Agreement is intended to cover all activities associated with deployment for, training, exercises and the actual deployment of Type I & II tactical teams within the state of Iowa.*

**IV. DEFINITIONS**

- a. Activation: the process of deploying Task Force assets and members on an emergency response to a designated site. Mobilization of Task Force assets and its members is only possible through activation initiated by the Iowa Homeland Security and Emergency Management Division. For the purposes of this Agreement activation means the time from deployment until the Sponsoring Organization personnel and equipment returns to the point of departure.*
- b. Alert: the process of informing Sponsoring Agencies that an emergency has occurred and that activation of Task Force assets may be imminent.*

- c. Emergency Response: the activation and deployment of Task Force personnel and assets to a designated site as initiated by the Iowa Homeland Security and Emergency Management Division. Task Force activities shall be considered to be related to an emergency response from time of activation, until such time as all Task Force personnel and assets return to their point of departure.
- d. Deployment: encompasses all activities performed while training, exercising, or during emergency responses initiated or sanctioned by the Iowa Homeland Security and Emergency Management Division.
- e. HLSEM: Iowa Homeland Security and Emergency Management Division.
- f. Grant: Initial funding for this program will be received from the State Homeland Security Grant Programs for Fiscal year '04 and Fiscal year '05. This funding will be used for the initial planning, equipment, training and exercises to build upon the existing capacities of identified teams in Iowa. The funding used for the Iowa Tactical Task Force Divisions must fall within the federal grant guidance and programs developed must fit the Iowa Homeland Security Strategy.
- g. Incident Commander: the individual in-charge of coordinating activities within the site; under normal circumstances this individual will be a law enforcement representative from the local community responsible for the incident activities including the development and implementation of strategic decisions and for approving the allocation of resources.
- h. ODP: The Office of Domestic Preparedness that was part of the Department of Justice but was incorporated into the new Department of Homeland Security.
- i. On-site MOU: a written document that outlines the mission and specific objectives of that mission.
- j. Operational Equipment: that equipment which is required for safe and efficacious Task Force operations. Such Equipment may be found by reference in the National Incident Management system for Type II tactical teams.
- k. Out of Pocket Expense: an expense incurred by an individual necessary for response. i.e. housing, meals.
- l. Personal Equipment: that equipment which is brought by a task force member for personal support. This equipment is taken by the task force member to support his/her own self-sufficiency requirements.
- m. Point of Departure: the pre-determined location at which Task Force personnel and assets are staged in order to prepare for deployment.
- n. State: the State of Iowa, or any department, agency or bureau of the State of Iowa to which the Sponsoring Organization reports or corresponds.
- o. Task Force: the Iowa Tactical Response Task Force consisting of an integrated collection of personnel and equipment meeting standardized capability criteria for addressing the special needs of terrorist or weapons of mass destruction incidents. The Iowa Tactical Response Task Force is comprised, initially, of five (5) Sponsoring Organizations, along with the Iowa Homeland Security and Emergency Management Division.
- p. Task Force Leader: an individual responsible for team training, equipment maintenance, mobilization, and tactical direction of a Task Force Division.
- q. Task Force Division: The personnel and resources designated by each Sponsoring Organization comprise a Division.
- r. Type II Team: Tactical units receiving an advanced level of training in which will be expected to respond to a terrorist incidents or weapons of mass destruction event in Iowa.

## **V. RESPONSIBILITIES**

- a. HLSEM shall be responsible for:
  - 1. Coordination between the State of Iowa, sponsoring organizations, local jurisdiction, and other relevant governmental and private parties.
  - 2. Providing funding and technical support for equipment and training. The parties shall understand that funding may be restricted, limited, qualified, or otherwise dependent and/or contingent on future funding sources. When ascertaining equipment, the Task Force will use the federal National Incident Management System as benchmark guidance whenever practical. Use of this equipment will be for HLSEM-sanctioned response

*activities, training which is directly related to the Task Force missions and emergencies within the Sponsoring Agencies jurisdictions that may necessitate the use of such equipment. Operational equipment, within the custody of a Task Force Division, may be used in their own jurisdiction for non-sanctioned response. The Task Force Division will be accountable for operational equipment and will assure that equipment is operationally ready for deployment, if requested by HLSEM.*

- 3. Out-of-pocket expenses for team members deployed to an incident site, such as housing and meals, limited according to the provisions found in Section VII, c & d.*
  - 4. Maintaining 24-hour alert capabilities, including a point-of-contact or duty officer available at all times.*
  - 5. Implementing Task Force's alert and activation procedure when called upon to do so.*
  - 6. Providing additional support resources that the State may possess and making these forms of assistance available to a deployed Task Force if available.*
  - 7. Replacement and/or rehabilitation of damaged or destroyed equipment used in the course of the operations.*
  - 8. In conjunction with Sponsoring Organizations, creation of appropriate Standard Operating Procedures for activation, mobilization and demobilization.*
- b. The Sponsoring Organization shall be responsible for:*
- 1. Recruiting and organizing a Task Force Division using sponsoring agencies standards or those developed by Task Force Members.*
  - 2. Under the procedures outlined in this Agreement, the Sponsoring Organization agrees to a timely response to a formal activation request made by the Iowa Homeland Security and Emergency Management Division, unless the Sponsoring Organization's Tactical Task Force Division is needed to perform emergency services in its' own jurisdiction. Activated Task Force resources will deploy within one (1) hour of notification. Once operational, Task Force resources will provide assistance to jurisdictions that have made a formal request through the Iowa Homeland Security and Emergency Management Division. If conditions warrant Federal assets, Task Force resources will continue to provide assistance until Federal resources are operational or until it is determined that resources are no longer necessary.*
  - 3. Implementing Task Force Division's alert and activation procedure when called upon to do so.*
  - 4. Providing training to Task Force Division members as funding from the HLSEM permits. Training should be consistent with the objectives of upgrading, developing and renewing skills as needed to maintain qualifications for a particular position on the Task Force Division. The Incident Command System shall be used by the Task Force Division in a fashion consistent with the Occupational Safety and Health Administration and the National Interagency Incident Management System.*
  - 5. Developing, practicing and implementing an internal call-out system for its members.*
  - 6. Administrative, financial, and personnel management as they relate to the Task Force Division. All original paperwork will be filed at the Sponsoring Organization, with copies provided to HLSEM.*
  - 7. Developing, maintaining, and overall accountability for Task Force Division operational equipment.*
  - 8. Providing operational equipment for Task Force Division related activities, as agreed upon with the State of Iowa, subject to the availability of such Task Force Division personnel and equipment which will be based upon requirements and priorities of the local jurisdiction and the State at the time such personnel and equipment are requested.*
  - 9. If a disciplinary issue arises, the Sponsoring Organization will have oversight and responsibility for personnel within its Division.*

## **VI. PROCEDURES**

### **a. Activation**

- 1. Upon request from HLSEM for assistance, and/or determination by HLSEM that pre-positioning of Task Force Division assets is prudent, HLSEM shall request the activation*

- of resources necessary to respond to the terrorist or weapons of mass destruction incident.
- 2. When mobilization is necessary, activation notices shall be communicated by HLSEM to the identified Task Force Division Leader.
- b. **Mobilization, Deployment, and Redeployment**
  - 1. The Task Force Division Leader shall notify Division members of HLSEM initiated activation.
  - 2. The Task Force Division will be ready for deployment within one 1 hour after activation by HLSEM, unless the Sponsoring Organization's Tactical Task Force Division is needed to perform emergency services in its' own jurisdiction.

## **VII. FINANCIAL AGREEMENTS**

- a. Upon deployment, all personnel of the Sponsoring Organization shall be compensated through HLSEM in accordance with the Sponsoring Organization's pay schedules and policies.
- b. HLSEM shall agree to make task force participants, not employed by the Sponsoring Organization, but acting under the authority of the Sponsoring Organization, employees of the State pursuant to Chapter 669, Section 669.21 of the Code of Iowa. Furthermore, Disability, Worker's Compensation and Death Benefits shall be paid by the State of Iowa in a manner consistent with the provisions of the Code of Iowa, Chapters 97A, 97B, 410 and 411, 411& 85 respectively, to those members to whom these codes apply.
- c. Upon deployment, Sponsoring Organization members shall be reimbursed for travel and per diem costs in accordance with Sponsoring Organization travel regulations, unless otherwise authorized.
- d. Upon deployment, Sponsoring Organization members shall be reimbursed for reasonable out of pocket expenses within the limits established for Sponsoring Organization employees.
- e. Upon deployment, Sponsoring Organization Personnel expenses including back fill costs for deployed personnel shall be submitted to HLSEM for reimbursement, and shall be reimbursed to the Sponsoring Organization by the State of Iowa. (As this Program matures and additional funding sources are pursued and secured, and eligibility for expenses are detailed, effort will be made by the Iowa Homeland Security and Emergency Management Division to address the issue of personnel expenses through an amendment to this Agreement.)
- f. Sponsoring Organization materials, equipment, mileage expenses and supplies consumed in providing requested assistance shall be reimbursed on a replacement basis. Replacement and/or rehabilitation requests shall be submitted to HLSEM by each Sponsoring Organization before demobilization or as soon as practical, thereafter.
- g. Rehabilitation or replacement costs of operational equipment will be reimbursed if the piece of equipment was used for training, exercises, or emergency response, as authorized by HLSEM. HLSEM will consider on a case-by-case basis the replacement of lost or stolen equipment.
- h. No Task Force Division, nor any Task Force member, shall be reimbursed for costs incurred by activity outside the scope of this Agreement.
- i. All equipment purchased under this Agreement will revert to the local Sponsoring Organization according the procedure outline of IX (e) of this Agreement.

## **VIII. REPORTING & GRANT REQUIREMENTS**

- a. The Sponsoring Organization will submit, in writing, to HLSEM all personnel changes as they relate to the composition of their Division of the Task Force. This includes information of personnel training and qualification upgrades as well as associated information relevant to new member(s) that are admitted to positions on the Task Force.
- b. Verification of Task Force member credentials will be submitted on an annual basis and at other times as requested by HLSEM
- c. A new qualifications list will be submitted at least three months, but no earlier than six months, prior to the end of this Agreement in order to determine if this Agreement shall be renewed



- d. *The Sponsoring Organization will submit semi-annual financial and activity reports to HLSEM.*
- e. *The Sponsoring Organization shall have a control system in effect to ensure adequate safeguards to prevent loss, damage, or theft of the property. Upon any loss, damage, or theft of the property, HLSEM will be promptly notified and the event shall be investigated and fully documented.*
- f. *The Sponsoring Organization shall have in place Standard Operating Procedures that outline procedures to be followed to keep the property in good condition. In the event a piece of equipment becomes damaged or obsolete and it is no longer cost-effective to repair or upgrade that particular piece of equipment, the item may be replaced through trade-in or sale and subsequent purchase of new property. However, the replacement property must serve the same function as the original property.*
- g. *The Sponsoring Organization shall permit the Auditor of the State of Iowa or any authorized representative of the State and where federal funds are involved, the Comptroller General of the United States or any other authorized representative of the United States government, to access and examine, audit, excerpt and transcribe any directly pertinent books, documents, papers, electronic or optically stored and created records or other records of the Sponsoring Organization relating to orders, invoices or payments or any other documentation or materials pertaining to this Contract, wherever such records may be located. The Sponsoring Organization shall not impose a charge for audit or examination of its books and records.*
- h. *The Sponsoring Organization, its employees and agents shall comply with all applicable federal, state, and local laws, rules, ordinances, regulations and orders when performing the services under this Contract, including without limitation, all laws applicable to the prevention of discrimination in employment and the use of targeted small businesses or suppliers. The Sponsoring Organization, its employee and agents shall also comply with all federal, state and local laws regarding business permits and licenses that may be required to carry out the work performed under this Contract.*

## **IX. CONDITIONS, AMENDMENTS AND TERMINATION**

- a. **Amendments:**  
*This Agreement may be modified or amended only with written agreement of all parties; all amendments will be attached to this Agreement.*
- b. **Conditions:**  
*Nothing contained in this Agreement shall be construed to compel the sponsoring organization to respond to any request for mobilization and deployment when the division members are, in the opinion of the Sponsoring Organization, required to perform emergency services in their own jurisdiction*
- c. **Termination:**
  - 1. *The Agreement may be terminated by any party upon 30 days written notice.*
  - 2. *If diminished funding creates the inability to maintain appropriate training levels, jeopardizes maintenance of equipment, or compromises the overall safety of Task Force members, then this Agreement may be terminated by the Sponsoring Organization.*
  - 3. *If the Sponsoring Organization terminates the contract for reasons not related to funding levels and/or support from the HLSEM, or the Sponsoring Organization is unable to fulfill the obligations outlined in this Agreement, then HLSEM has the authority to redistribute equipment that has not reverted to the Sponsoring Organization to another Sponsoring Organization to build capacity to respond to terrorist or weapons of mass destruction incidents.*
  - 4. *If the HLSEM terminates this Agreement for any reason then all equipment that has not yet reverted to the Sponsoring Organization shall become the property of the Sponsoring Organization upon completion of the grant period.*
  - 5. *If this Agreement is terminated all parties will be subject to the same requirements regarding audit; record keeping, and submission of reports for any open grant period.*

- d. **Renewal:** Starting in 2006, annually, the parties will review this Agreement. Participants will decide if the existing Agreement is functional and if any necessary modifications exist. At this time the parties shall determine if the Agreement shall be renewed.
- e. **Property upon Cancellation:**  
Under terms of the ODP Program, equipment belongs to the State of Iowa for the length of the grant's performance period and then reverts to the Sponsoring Organization it was procured for. Since the equipment is purchased with federal funds, it must be used with the intent for which it was originally purchased which is terrorist or weapons of mass destruction incidents. If this Contract is terminated by HLSEM before the two-year grant period is up, the equipment will be retained as property of the State of Iowa but will continue to be used by the Sponsoring Organization. At the end of the grant's performance period, it is understood the equipment will become the property of the Sponsoring Organization.
- f. **Liability:**
  1. A member of a Sponsoring Organization's Task Force Division when performing or carrying out the Sponsoring Organizations responsibilities under this Agreement, or pursuant to a Governor's Disaster Proclamation as provided in section 29C.6; is an employee of the state under chapter 669, and shall be afforded protection as an employee of the State under section 669.21.
  2. For the purposes of disability, and death benefits, Task Force Members shall be considered performing within the scope of their employment with the Sponsoring Organization with benefits paid under the provisions of Iowa Code Chapters 97A, 97B, 410 and 411. The State shall reimburse the Public Safety Peace Officers Retirement, Accident, and Disability System, the Iowa Public Employees' Retirement System (IPERS), or the Municipal Fire and Police Retirement System of Iowa for any additional expenses incurred as a result of the injuries. The State will also reimburse the Sponsoring Organization for any and all expenses it may incur as a result of any injuries to the Sponsoring Organization's Task Force Members, including but not limited to any medical expenses or benefits paid under the provisions of Iowa Code Chapters 97A, 97B, 410 and 411.
  3. The State shall reimburse any third party payer of benefits paid to an injured civilian task force member under Iowa Code Chapters 85 or 86. If an injured Task Force Member is not entitled to workers' compensation benefits, the state will pay the injured Task Force Member such benefits, as he/she would have otherwise been entitled to under Iowa Code Chapters 85 and 86.
  4. Compensation for members will be consistent with VII (a) and (b), respectively.
- g. **Concept of Operation:**  
The concept of operations is for the Iowa Tactical Response Task Force to provide assistance to local jurisdictions when these entities have been overwhelmed by a terrorist or weapons of mass destruction incident. A hallmark asset of a Task Force Division is the ability to provide statewide tactical response to terrorist or weapons of mass destruction incidents. The Iowa Tactical Response Task Force may be activated by the Governor, Iowa Homeland Security and Emergency Management Division or Designated Authority. Each Task Force Division may be deployed singularly, or as part of a collective response. If an event escalates and requires Federal assets, Iowa Tactical Response Task Force resources will continue to provide assistance until federal assets are operational at the site of the incident.
- h. **Command at the Incident Site:**  
It is understood that the resources from the Sponsoring Organization shall report to the Incident Commander and coordinate incident activities with the designated operations officer or personnel identified by the incident commander as having these duties and responsibilities. Concurrently, an evaluation of the incident by the on-scene Division(s) will be conducted. This assessment will indicate the need for additional Task Force resources. All additional requests for resources will be made through the designated officer of the Iowa Homeland Security and Emergency Management Division. The incident commander, or his/her designee, shall have the power to issue reasonable orders and directives. The Iowa Tactical Response Task Force will then act on those orders, as long as those directives are safe and within the capabilities of the Task Force. It is the responsibility of the Task Force member in charge to

monitor and ensure the safety of its personnel and equipment. The Task Force will provide technical advice when appropriate, but will not be expected to assume command of the scene.

i. **Disengagement:**

When the Incident Commander, Iowa Homeland Security and Emergency Management Division, and the designated representative of the Iowa Task Force agree that the mission of the team has been achieved or deployment of the team is no longer necessary, the Task Force Division members will be released from the incident site, allowing resources to return to their respective jurisdictions. Operational and disengagement benchmarks will be clearly communicated by use of an on-site memorandum of understanding.

j. **Other:**

The Sponsoring Organization agrees to comply with the all-applicable City, State and Federal provisions regarding personnel policy. The Sponsoring Organization will not discriminate against any employee or applicant for employment on the grounds of race, color, religion, sex or national origin. In addition, use of facilities, supplies and services will be in compliance with all City, State and Federal regulations guaranteeing nondiscrimination. Provision of technical assistance and other relief and assistance activities shall be accomplished in an equitable and impartial manner, without discrimination on the grounds of race, color, religion, nationality, sex, age, or economic status.

**VIII. 28 E Requirements**

- a. This Agreement shall last until terminated by any party as allowed in paragraph IX.C.
- b. No separate legal or administrative entity will be created.
- c. The budget for the Iowa Tactical Response Task Force shall be prepared by HLSEM.

**XI. ATTACHMENTS**

- a. Reserved
- b. Reserved

Signed for the Iowa Homeland Security and Emergency Management Division:

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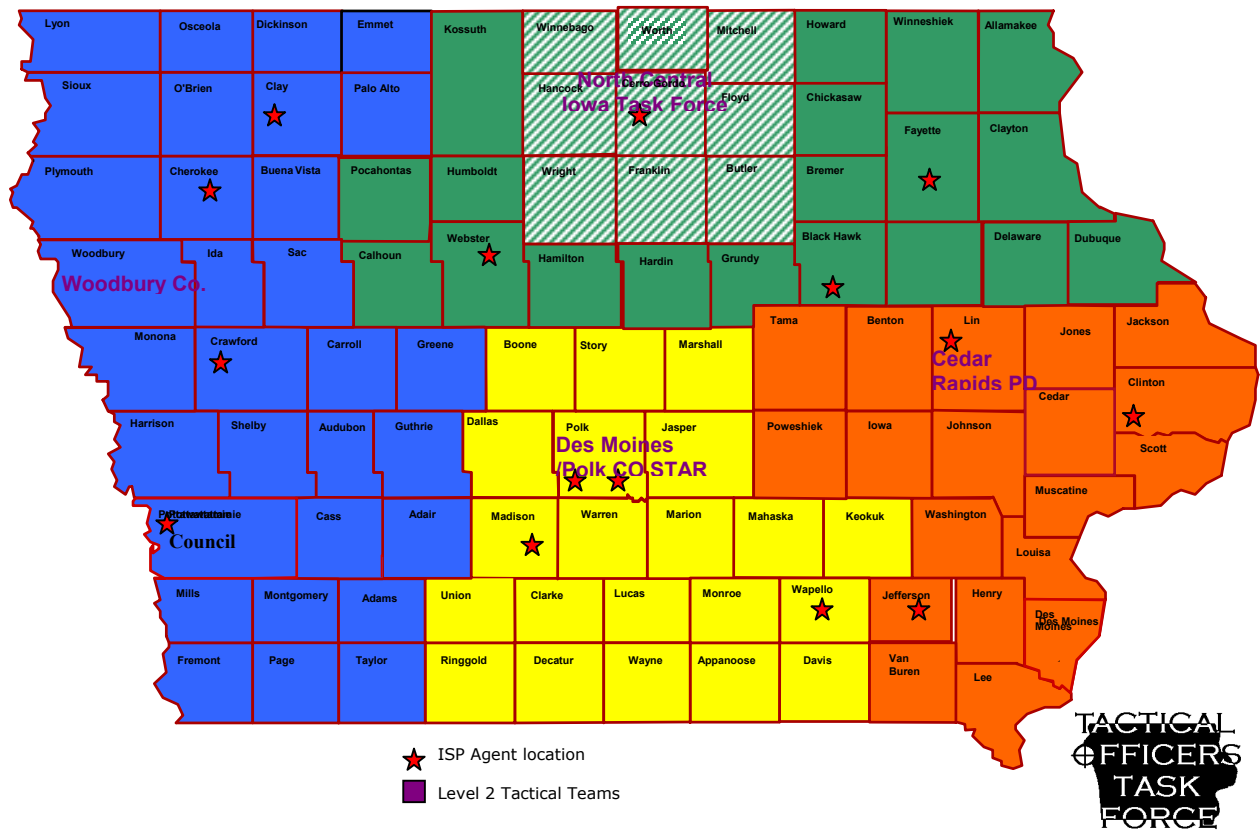
David Miller  
Administrator & Homeland Security Advisor

Signed for the (Sponsoring Jurisdiction):

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(Enter Name)  
(Enter Title & Jurisdiction Name)

## Local Response Capacity for WMD/Terrorism Incidents



## *Tactical Officers Task Force Meeting Notes*

### **Tactical Officers Task Force November 23, 2004 ■ 8:30 a.m. – Noon Hotel Fort Des Moines ■ Room 310 10<sup>th</sup> & Walnut Street ■ Des Moines**

#### **Task Force Members Present**

Bob Clock, Des Moines PD	Ron Meyer, Johnson Co. SO
Brent Cirksema, Waterloo PD	Doug Mollenhauer, ISP HQ
Todd Erskine, Storm Lake PD	Len Murray, Des Moines PD
Charlie Hertz, Woodbury Co. SO	Doug Phillips, Des Moines PD
Rich Kinseth, ISP-DPS	Al Poirier, Bettendorf PD
Gary Kramer, Johnson Co. SO	Jeff Swanson, Scott Co. SO
	Ron Wenman, Coralville PD

#### **Guests**

Jason Feaker, Waterloo PD

#### **SPPG Staff Present**

Ben Banowetz	Arlinda McKeen
Sarah Dixon	Rachel Scott

#### **Welcome and Introductions**

Doug Mollenhauer opened the meeting, welcomed the group and welcomed two individuals, Len Murray and Rich Kinseth, who had not previously participated in the tactical team discussions. Participants introduced themselves.

#### **Purpose and Expected Outcomes of the Tactical Officers Task Force**

Mollenhauer offered an overview of the work of the Task Force and explained the role of the State in this effort. The Tactical Officers Task Force (TOTF) is comprised of local agency and Iowa State Patrol officers who work in the field. It is the intent that the Task Force work through the issues to determine how best to provide local response capacity for WMD/terrorism incidents anywhere in the state. Mollenhauer emphasized that these decisions must be made by local agencies on behalf of local agencies. It is not the place of the state agency to make these determinations.

Iowa Department of Public Safety retained State Public Policy Group, a professional facilitator, to assist the Task Force in taking this effort to the next level and finalizing the work. Mollenhauer noted SPPG has extensive experience in leading similar processes. SPPG also facilitates EdTrAC, which is a multidisciplinary group that works on preparedness training efforts across the state. He expressed a desire to offer the decision makers of their agencies the

Task Force's thoughts on issues related to governance, training, physical standards, funding and policy procedures.

### **Overview of the Process**

Arlinda McKeen introduced State Public Policy Group (SPPG) and explained the work SPPG does across the state. As is the SPPG practice, this TOTF effort will emphasize transparency and involve stakeholders at all levels. The responsibility is to continue and conclude the work that had been started earlier in the year by some in this group. To provide additional information for the discussion, SPPG has done some background reading and research of other states. Recognizing there are no national or uniform standards for tactical units, the TOTF will be responsible for establishing Iowa's standards.

The process will include Task Force meetings; sessions with the managers, chiefs, and sheriffs; and statewide outreach to explain and receive feedback on the Task Force's recommendations. Outreach will take place in February and March, with Task Force members invited to attend and participate. In March and April the Task Force will consider the feedback and finish the process by Memorial Day.

### **Previous Efforts and Framework**

To launch the discussion, it will be important to build from the previous work of the Task Force. Participants were asked to discuss the issues and any decisions that were previously reached.

- One of the group's consensus points was standards for what would make up a level one and level two team, except for the physical fitness requirements. There was agreement upon areas of responsibility – dividing the state into areas.
- The group discussed how to respond to a WMD situation and found a lot of the state is not prepared to respond to a WMD situation. Smaller jurisdictions are coming to the realization that they need some kind of tactical team. The Task Force suggested some type of basic standards for equipment and training that every team should achieve.
- The previous group did not discuss if a town should or should not have one. It was agreed that those decisions are within the town's responsibility, not the group's.
- It was noted that it will take time, for example, for Woodbury County to respond to Storm Lake, and it would take even longer for Des Moines/Polk County to respond.
- The members noted that there are workers compensation issues and those decisions have to be made by administrators on a local basis. This has been one of the issues and concerns of the administrators regarding any regional coverage.

- Equipment and its cost is another issue that the Task Force saw as a complication for level 1 and level 2 teams.

The discussion was shifted to identifying and discussing those areas where it may be more difficult for the administrators to reach agreement.

- The Task Force felt that funding, responsibility to home jurisdictions, and training are the greatest stumbling points.
- Members commented that training across the river (across state lines) does happen, and there are 28E agreements with Illinois. Manpower loss from day-to-day work is a big problem.
- Members noted that most SWAT schools offer the same training, but the costs per officer for training and equipment complicates participation. Many agencies have 25 or fewer on staff, making it difficult to provide coverage when officers are away for training.
- Team members also noted that upper management in most organizations is going to want specific information and costs in order to make informed decisions. They will want to know what commitment will be required of their jurisdiction.

ISP is an equal stakeholder in providing coverage in areas across the state, particularly to assist those towns and counties that do not have their own tactical unit.

- It was noted that ISP is both authorized to and has capacity to respond statewide, especially where there are no teams in the area. ISP officers need to be trained to level one capacity.
- It was also noted that once tactical command arrives in another jurisdiction, a collective decision on action is made. Most sheriffs or police chiefs won't say it's their way or no way; command at the scene is not an issue.
- Role of towns and counties without tactical units:
  - The Task Force would like each county to identify whom they would contact for response, which would make expectations clear. It is most likely the ISP would handle those incidents.
  - The Task Force felt most communities would welcome a multi-jurisdictional team, as long as it would not affect the safety of home jurisdictions when officers were called out.
  - Discussion centered on how to meaningfully involve counties and towns without a tactical unit in this Task Force process. There was general agreement that rural counties want to know what they're supposed to do, but don't necessarily want to be intimately involved in determining what that is. "Here is what you need to do; just tell me what to do when the discussion process is over."
  - The Task Force would like to see a protocol for how and when calls are made, and what type of response is needed.

- Members feel it is very difficult to get elected officials together or even educated on these issues. They want to take care of an issue now, and argue over it later. The outreach effort will extend to the policy makers and elected officials in a structured set of sessions, which may help in the level of awareness.

### **Areas of Focus for the TOTF**

Using the current status as starting point, the Task Force discussed and proposed framing regional capacity with consideration of training, equipment, oversight, funding, and other issues important to the tactical officers and administrators.

- These proposals apply to WMD and other significant events and not to day-to-day events such as serving high-risk warrants.
- There is agreement on the framework for level 1 teams.
- The Task Force would like to be able to assist with some funding for basic level 1 equipment since those teams will be first on the scene.
- Members would like to potentially fund the maintenance of a minimum training agenda.
- Members talked about developing an oversight entity to which teams could submit their training time, equipment, etc. Some authority would need to approve this. The Iowa Tactical Officers Association (ITOA) might be an appropriate organization to provide this authority or oversight.
- The Task Force felt that level 2 teams could be multi-agency with 10-12 entry/WMD-trained people and the appropriate equipment.
- Every team statewide should be trained and equipped to meet level 1 standards.
- Funding would be tied to meeting level 2 standards.
- It would be easier for ISP officers to train with a local team in their area, and would make it a lot easier to backfill the time for officers who need the training.
- Members felt there is the potential risk of the election of a new sheriff or other political impacts that could adversely affect the team and its capacity.
- There was agreement that signing on to IMAC be a requirement of receiving funding for level 2 teams.
- Response time would not be as critical with level 2 teams.
- Response time varied among members and their teams: Des Moines can have people on the scene in 30-40 minutes. In Waterloo, within an hour. Quad Cities, 45-60 minutes. Teams need to work on a coordinated and prepared response. Response time can also be an answer to suggestions for ISP-only teams.
- The Facilitator suggested assembling 2-3 case studies: a rural, an urban, and an ISP response situation. Providing these scenarios would assist



policy makers and other stakeholders with a more clear understanding of how the system would work.

- Members suggested that ISP can always ask for local assistance, but there should not be a complete state/local combined team.
- There is general agreement that ISP and local teams could train together.
- There is a need to dovetail HAZMAT teams, fire departments, bomb squads, and other specialized teams. Some work well together in response, but most have not trained together.
- There was agreement that level 2 teams could respond to situations that tactical commanders of Level 1 teams determine they are not prepared to handle, including WMD, terrorism, and other major events. The trigger for the call-out would have to come from the state level-Governor's proclamation, which starts with notification of the county emergency management coordinator.
- How far level 2 teams will travel outside their jurisdiction is hard to put into black and white terms. The Iowa State Patrol has four regions and could use those regions to determine their officer response "territory."
- Manpower and the level of need for the situation will dictate where and when teams travel. Ability to support one's own teams (HAZMAT, Bomb, etc.) will play a role, too.
- ISP responds to incidents in jurisdictions without their own tactical units. If the ISP needs additional help, they can call teams that are close.
- Liability: The issue is response outside of one's own jurisdiction. There is a need to keep most teams in their jurisdictions most of the time. 28E agreements can take care of many liability issues. The Iowa Mutual Aid Compact is a good way to ensure the liability issues are addressed in a consistent way.
- There will always be issues and potential lawsuits, even with signed agreements.
- Cost/Funding: Need money for training, equipment and backfill/OT.
- Level 2 training should include: 8 hours per officer, per month, plus an additional 24 hours per month. Also, there is a need to fund the initial Level 2 training time and additional time to train and maintain equipment.
- Members felt that the physical requirements of some tests were unrealistic; there is not a practical need to do five pull ups while in full tactical gear. The Task Force would like to see statewide fitness standards.
- There is a need to retain some of the older members of a unit for their wisdom and knowledge. Members felt that the physical requirements could be altered to include them as well as younger officers.
- There is no movement by NTOA for national standards.
- Problems include the voluntary aspect of a tactical unit. If an individual chooses not to train and maintain physical standards, that officer should no longer be part of the unit.

- Some felt standards may have to be discriminatory, which may serve to keep out some officers based on age, gender, etc. That is an issue yet to be addressed.

**Next Steps and Future Meetings**

To prepare for the next meeting, SPPG will provide the Task Force with a summary of this discussion and the consensus points. Staff will also research physical standards in surrounding states to provide a point of comparison. The next meeting will include further discussion on remaining issues, identifying any additional issues and solutions, and determining the process and roles to engage the administrators.

The Tactical Officers Task Force will meet next on December 22<sup>nd</sup> from 1:00 – 4:30 pm in the 3<sup>rd</sup> floor meeting room of the Des Moines Public Library.

**Tactical Officers Task Force**  
**December 22, 2004 ■ 1:00 – 4:30 pm**  
**Des Moines Public Library ■ 3<sup>rd</sup> Floor Meeting Room**  
**1<sup>st</sup> & Locust Streets ■ Des Moines**

**Task Force Members Present**

Don Armstrong, Woodbury Co. SO  
Arlen Ciechanowski, ILEA  
Brent Cirksema, Waterloo PD  
Bob Clock, Des Moines PD/Metro STAR  
Dick Fellin, Private Consultant & Trainer  
Rich Gehrke (for Joe Leibold), Waterloo PD  
August "Dutch" Geisinger, Iowa HLSEM  
Charles Hertz, Woodbury Co. SO  
John Horton, Sioux City PD  
Richard Kinseth, Iowa State Patrol  
Gary Kramer, Johnson Co. SO  
Doug Mollenhauer, Iowa State Patrol  
Len Murray, Des Moines PD  
Joe Smutz, Jefferson Co. SO  
Ron Wenman, Coralville PD

**Guests**

Joe Lalla, Johnson County Sheriff's Office  
John Metzger, Iowa Law Enforcement Academy

**SPPG Staff Present**

Ben Banowetz	Arlinda McKeen
Sarah Dixon	Rachel Scott

**Welcome and Introductions**

McKeen welcomed the task force and thanked them for their commitment to this work. McKeen noted that SPPG will be working with the task force for the next few months and asked everyone to introduce themselves. Members introduced themselves and commented on their individual roles within the agencies they represent.

**Review of the Purpose and Process**

McKeen reviewed the progress made at the last task force meeting and emphasized that a lot of work was completed when the group was meeting last spring. The ultimate responsibility is to put together a proposal that notes a structure or framework of the best-case scenario for tactical coverage across the state. McKeen noted that two levels of teams have been discussed, and this is

where the discussion for the day will begin. There is an obvious resource issue, which is another focus for the day.

The Iowa State Patrol (ISP) clarified their role as an equal player and agency that provides tactical response in a large part of the state. The process and ultimate decision making about how statewide tactical response is planned and funded is out of our hands, but the recommendations from the Tactical team Task Force will be listened to.

ISP noted they were asked to present to the First Responders Advisory Committee (FRAC) about funding the tactical teams in a regional manner throughout the state. The number of potential teams statewide is not known, between 4 – 9 local teams and the notion of four state teams has been mentioned. There was agreement that \$10,000/officer funding for a total of \$3.3 million dollars was desired, less the \$1 million already received. This amount likely will not be funded, but an additional \$1.1 million dollars was requested, which is flexible and only a possibility for state funding for this project. ISP also noted that last year Iowa received almost \$30 million in HLSEM funds. This year our grant amount will be cut by 35% to \$22 million. Proposals will be heavily scrutinized and local funding will necessarily be less than the previous year. No proposal will be funded higher than last year. There is also money still coming to each of the regions, which should be researched by local agencies as a source of additional local funds for Tactical Teams. Murray, a member of FRAC, encouraged the team to talk to their regional representatives.

McKeen explained how the regional funding would work. Each county has designated a representative, usually the emergency management coordinator. Of the total funding, 20% is retained by the state, and the remaining 80% is allocated for use at the local level. Of that 80%, some comes out for this effort, the EOD, HazMat, and VRR. There is also up to 2.5% that can be used for administrative costs. Remaining funding decisions are made at the regional level. Each region has to designate a fiscal agent for the ODP funds, and this is what the 2.5% will be used for. This regional concept is only used for the ODP funding stream.

The regions are trying to develop their own day-to-day SWAT response using 28E agreements, but the Tactical Officers Task Force's focus is statewide and has a preparedness focus. Contact with other planning groups was suggested so as not to duplicate efforts. The funding for any of these local efforts would come from the non-allocated funding at the regional level.

### **Review Agreed-Upon Items**

McKeen asked the group to review the preliminary consensus ideas from the first meeting. Much of the discussion focused on two levels of teams, and it was

recommended the Level II teams sign the Iowa Mutual Aid Compact (IMAC.) Members asked that some of the language be changed - ISP will have Level II teams and will respond when called to level I type incidents as requested by law. Training components were also reviewed. It was noted that an additional three days of training would not be feasible - it would create 16 total days of training, an additional 8 hours. Regarding Level I teams, the group felt it was not right to interfere at the local level. Members noted that the Level I teams should be governed at the local level; their roles, responsibilities and training are best left to the locals.

Members questioned if it were unrealistic to ask all Level I teams to go to a SWAT school. Some mentioned level one teams having at least having 40 hours of SWAT training so teams have similar training on response and to upgrade officers, giving them an opportunity for appropriate training. This would occur before a Level I team's designation as a team. That distinction came from a March 18, 2003 document. Members thought a big problem would be the additional day of training – it creates a huge gap between Level I and Level II. McKeen asked about the future and funding for the backfill, noting these are critical decisions that need to be made. Members felt additional time could come from trainings with other first responders and Clan Lab training.

Some commented that the ILEA has administrative rule authority to put standards on tactical teams, but it has never done it in Iowa due to a lack of budget and personnel. It would be difficult to track this information. McKeen added that the Iowa Tactical Officers Association would be a possibility for tracking this information as well.

### **Previously unresolved issues**

It was suggested, because Level I teams would be the first on the scene at a high-risk situation, it is very important that they get a piece of the funding. Members would like to see Level I standards set so teams are not forming temporarily just to get money. Some would like this to start with 40 hours of basic SWAT school and an annual WMD update, in addition to the monthly training requirement. Training also allows the Level I personnel to realize when they need help. Earlier funding discussions included \$150,000 to provide training to thirty-three teams of 10-12 members. It is important to note that there are other pots of money where training can be funded. Even if small departments get a small amount of funding, they are less likely to put off training; it boils down to the safety of the officers.

Some members are opposed to funding start-up costs of new teams; Level II teams are the priority here. In the big picture, this really is minimal funding. We never know if a major incident will happen, so we better make sure a team is

ready to respond if “the balloon goes up.” Members felt most local teams should fund and control their own start-up teams.

Possibilities for Level I team efforts:

- Maintenance of team training at 8 hours/month/officer
- Equipment
- SWAT response to WMD events training (16 hrs.)

Disagreement was expressed with the notion of funding Level I teams. Some felt they should look elsewhere: money funneled through IEMA regions, or local taxes. If a community is serious about having a SWAT team, they should commit funds to it.

Another member expressed that it would be difficult for Level II teams to get to Level I areas in a quick response time. It makes more sense to have the smaller and larger teams work together. Even if the Level I teams have to look elsewhere for funding, members of those teams need training to recognize situations. There is a desire to identify what course would be offered to Level I officers. It could be offered around the state and could be a DOJ-approved course. It could be part of the proposal to managers—not a budget item.

Currently, every officer who goes through the ILEA gets 16 hours of WMD training. These are offered around the state but are not filling up. This might become a mandate since the exact number of tactical officers is not known. A fundamental tracking piece missing for a WMD response is knowing the numbers and locations of tactical teams, including: how many officers they have and whether they have WMD training. It is desired to have Level II teams engage in regular reporting on their teams’ status; Level I reporting could be more flexible. There is also a desire to keep Level I control at the local level and keep Level II tracked strictly. Reporting information can be requested, but not required reporting from Level I teams.

### **Address Remaining Issues – Facilitated Discussion**

On the subject of physical standards, Banowetz noted that none of the states he spoke with had statewide tactical officer standards; some trained with other agencies, some used third party sources, many adopted various association recommendations.

Members felt there are two issues: the ability to carry out tasks, and the physical and mental fitness for the job. For EOD standards, OSHA requires annual testing to determine if people can work in the equipment they use. Generally, departments and the state conduct annual physicals. There is an annual test for some departments, and a baseline that needs to be maintained over time. Clan labs are already doing a lot of these, with OSHA involvement. They test kidneys, lung capacity, blood work, etc. It was suggested that they meet OSHA requirements for the equipment they use. This could include eyesight, hearing,

height/weight, etc. Color perception is a state standard for all police; standards for bomb techs' color perception are tougher than state police standards.

McKeen asked the group to move discussion of the physical requirements since there were no recommendations made. The physical requirements were discussed at the Level II tier, but no hard recommendations were made. McKeen also reviewed the liability, funding, oversight/audit, and other recommendations. There was discussion about physical requirements with some wanting it left to the teams to determine height/weight maximums; others wanted to have state minimums. Others mentioned the state has never had a minimum physical fitness requirement for officers. Many officers were hired before there were physical standards, and some questioned if lawsuits and medical retirements would affect a majority of the officers statewide. NTOA standards were suggested since they are conducted in full gear. Physical testing could also help weed out applicants that are undesirable.

Members suggested an obstacle course similar to the Los Angeles PD SWAT team, allowing for a more realistic test. One possible source of funding would require testing on the course for Level II teams only and allow them to use grant money for it. A way to avoid problems would be to implement this over several years to accommodate for current teams and to prevent all teams from being in one place at the same time. Standards for the course could include ILEA basic standards.

Funding will be an issue; smaller towns can't afford to have Level II teams. Many other players have to assist; Decon and HAZMAT have to coordinate with other teams and assets to train. Another issue is location; teams are not likely to travel across the state to help if they are the only Level II team.

Some suggestions:

- Possibly have four or five regional Level II teams to alleviate the travel across the state.
- Choose which type of standards you want to follow, or your own unique type—have a governing body to pass them. Have a plan that can evolve during the phase in process.
- Requirements may shift in the future; a governing body could change standards.

It was noted that Illinois reacted quickly after 9/11 to train their State Patrol; the Patrol is now training the locals. The group felt there was a need to take action; some suggested to give money to state and let them get full WMD tactical response capacity. Then, the ISP could bring in the locals. With all due respect to local first responders, the state could then set up a model and support the locals in following it. This suggestion comes not from wanting the money going

to the state, but about what is thought best for quickly providing a WMD tactical response capacity to protect the lives and critical assets of Iowans. Other members responded that funding for the ISP's tactical team should come from the 20% state funding.

### **Next Steps, Outreach, and Future Meetings**

McKeen concluded the meeting, asking task force members to find out what their sheriffs' and chiefs' bottom line issues are: what they are willing to give up, what it would take to get move forward the decision making process on this funding. We need to know what chiefs and sheriffs think it will it take to implement a Level II statewide tactical response.

The next meeting will take place on January 25<sup>th</sup> from 9 to noon, at the Fire Service Training Bureau in Ames. Directions will be forthcoming.



**Tactical Officers Task Force  
January 25, 2005 ■ 9:00 – 12:00 pm  
Fire Service Training Bureau ■ Ames**

**Task Force Members Present**

Don Armstrong, Woodbury Co. SO  
Brent Cirksema, Waterloo PD  
Bob Clock, Des Moines PD/Metro STAR  
August "Dutch" Geisinger, Iowa HLSEM  
Charles Hertz, Woodbury Co. SO  
John Horton, Sioux City PD  
Richard Kinseth, Iowa State Patrol  
Doug Mollenhauer, Iowa State Patrol  
Doug Phillips, Metro STAR  
Mark Stine, Iowa State Patrol  
Ron Wenman, Coralville PD

**Guests**

Monty Frana, Waterloo PD

**SPPG Staff Present**

Ben Banowetz  
Arlinda McKeen  
Rachel Scott

**Welcome and Introductions**

Scott welcomed the participants and asked the task force to work hard during the meeting in order to produce a draft proposal to present to the decision makers. We were to be talking about guidance that Homeland Security and Emergency Management (HLSEM) have given, us and what type of plan will be recommended to the decision makers.

**Update of Funding and HLSEM Priorities**

Dutch Geisinger, HLSEM, updated the task force on funding recommendations. Everything came back positive from General Dardis and HLSEM Administrator Dave Miller, including the allocation of \$1,005,360 in fiscal year 2005 plus the \$1 million that was already allocated for fiscal year 2004.

McKeen commented, in conversations she has had with leadership at HLSEM, the state has placed high importance on this task force and statewide tactical response capacity. It will recommend. Expectations are high; this must be controlled and decided locally. It is vital that this group to draft proposals that include a statewide response to WMD incidents. This effort is not to address local day-to-day incidents; this is for WMD incidents only. It was noted that it

would not be acceptable to train and identify all tactical teams and prepare them for WMD incidents. The task force will need to identify four or five teams that will respond statewide and are willing to commit to WMD preparedness. This proposal should make all of the decision makers want to participate.

Scott addressed the change in the language used in the task force materials reflecting classification to comply with NIMS resource typing that all law enforcement officers will be expected to achieve. The new categories include Type 1, 2, and 3 teams instead of the level one and two teams that were discussed. Type 1 would be located in large metropolitan areas and serve multi-state needs; Iowa might never have a Type 1 team, but may be served by teams from neighboring metropolitan areas. Type 2 teams would be regional, Iowa teams that would respond to WMD; these are the teams that this effort is concerned with. Type 3 teams would be local teams responsible for routine call-outs in their jurisdictions.

It was mentioned that FEMA is not 100% sure that they will follow the NIMS standards; we may want to hold off on finalizing this for the time being. We will assume that this is the way we will proceed. Developers of the NIMS resource typing did not consult with NTOA regarding the issue, since the standards were not aligned. Members felt the descriptions in the NIMS resource typing were good, including the gear and standards.

Scott asked what the feeling among the local decision makers was for a high-level, out-of-jurisdiction team. Members felt that until funding and sustainability issues were known, chiefs would not commit. Some members felt that their chiefs had no desire to be apart of a regional team; politically, they have no desire participate. Mollenhauer of the Iowa State Patrol (ISP) noted that they are supportive of this effort and are committed to the overall picture. ISP sees the need for local response as well as a state response to WMD emergencies.

### **WMD/Terrorism Tactical Unit Response Statewide – TOTF Draft Proposal Review**

The task force members discussed each element of the draft proposal, revised the recommendations, and reached a consensus on each component of the proposal.

**Issue 1.** Team Types: There was no further discussion of issue 1, given that NIMS resource typing descriptors had already been agreed upon.

**Issue 2.** Role of Type 1, 2, and 3 Teams: Members felt that Iowa could qualify for a Type 1 team if it was a full time team. At this time there is no need, nor funding for a Type 1 team. The group agreed to the qualifications for each type of team. This effort and recommendations will affect only Type 2 teams.

**Issue 3.** Regional capacity/regional teams: ISP has regional teams in addition to four multi-agency teams for Type 2 responses statewide. Members felt that if teams agree to this proposal, there would be an expectation of them to respond anywhere in the region. It would be up to each team to respond to an incident as requested. It was noted that as a matter of its mission, ISP has an obligation to respond if requested anywhere in the state.

Members felt that the time required for response would not create a problem for regional responses. It is expected that a Type 3 team would already contain the site, allowing a Type 2 team time to arrive and establish a plan of action. An immediate response would not be required of a Type 2 team. If there is a WMD/terrorist incident, ISP could be the Type 3 team to respond and the Type 2 team could be reserved for more rural regions. If teams agreed to be a Type 2 team, they would be expected to respond statewide as needed for WMD incidents.

**Issue 4.** Formalized agreements: Boundaries do not matter when major incidents happen. Members mentioned that cities are already implementing this kind of response with HAZMAT; they see them doing this for WMD as well. Teams do not always get paid, but they will bill the city that requested help. Sometimes there are 28E agreements, but the response will occur even without one.

Discussion of reimbursement for costs of out-of-jurisdiction response ensued. Some indicated that even if there were an expectation for reimbursement, the responding county might not always receive reimbursement. It is possible for the responding county to “forgive” the cost incurred by the requesting county. Members discussed whether the cost of a response under this proposal would deter a regional team’s response, or if the state will be left with the response for a greater share of call-outs.

Terms of the Iowa Mutual Aid Compact were discussed to evaluate whether the document would appropriately serve the need. If there were a Governor’s proclamation it would mean that the state would respond, and be activated in the normal emergency response process. In case of an incident, the host jurisdiction would contact other jurisdictions with a request for assistance, and outline the expected resource costs. The host jurisdiction would then choose the responder based on the estimated cost. The host reimburses the responder agency based on an invoice from the responding jurisdiction. If an officer is injured, the host county covers any costs according to the terms of the benefit package from the officer’s jurisdiction.

It was suggested that HLSEM decide if a call for a Type 2 team is warranted and whether the State would bear the cost. Members asked if the ISP would come in

for the Des Moines team while the Des Moines team helped another jurisdiction. It was suggested that if a local response team exists, it would respond to its own jurisdiction before a regional team was called for response. Under the Iowa Mutual Aid Compact (IMAC) a jurisdiction can decline to assist, which metropolitan teams might consider. It is likely that the location of the incident will be a factor. Local teams may not want to respond to an incident, and leave their home vulnerable.

Members felt that 28E agreements could resolve this issue, but buy-in will be difficult and terms will need to be specific. Members felt that this could be based on operational needs. Some members thought that it might make sense to keep local teams at home and let the state respond first. It was stated that each incident will be different and they will be tough to plan for. The state might be unwilling to pay for a local team when they are already paying the ISP to respond statewide. The Luke Helder incident was mentioned and members felt that Type 2 teams would not have responded; it would have been kept at the local level. They feel as though an "If the state is always going to pay for it, lets just always call the state" mentality might prevail. Members felt that an accident that is misevaluated would be a problem, but that it is good to have grey areas instead of absolute, lock-down rules for every situation. Members also commented that previous partnerships have worked, for example, Polk County has helped the ISP at the Capitol for riot control.

Members felt that 28E agreements would be more likely to get the support of the locals than IMAC. A 28E agreement would be structured between the state and one or more local entities (regional teams) for regional tactical response. The agreements would mean that when a call-out occurred, the resources would be considered state resources, and the state would cover all of the costs of that WMD regional response.

**Issue 5.** Oversight of recordkeeping of team qualifications: Since the beginning of this group, Iowa Tactical Officers Association (ITOA) has been mentioned as a potential oversight group. Members felt that some teams have an issue with ITOA already and could walk away if they are the administrators. The other option for an oversight organization is the Iowa Law Enforcement Academy (ILEA) Some stated, the perception that ILEA might be too bossy and not the best entity for the responsibility. Members felt the oversight entity should receive some level of funding if they were going to keep records and conduct meetings.

It was suggested that the entity that provides the money be the recordkeeping entity-HLSEM. Members felt there would not be an issue with a state agency tracking the information on regional teams since this would not involve any state mandates. Geisinger commented that it would be necessary for HLSEM to report

this data as a requirement of the grant; it would not add work for HLSEM to keep the records. Members proposed to the group: ITOA and HLSEM decide what is going to be tracked, and HLSEM will keep track of everything for the life of the grant. If the money runs out it will transition to someone else (most likely ITOA).

**Issue 6.** Funding source and uses: This is federal funding that comes through the state to provide a local response with statewide capacity. Funds are not to be used for local operations or ongoing operations. Members emphasized that this money should be for Type 2 teams and their WMD response only.

**Issue 7.** Statewide physical requirements: It was suggested that OSHA requirements including SCBA gear be included in the requirements. Members were not sure that statewide standards could be put in black and white terms, in a practical manner. It was stated that all teams have a policy in place for standards, and some standards, such as OSHA, are federally mandated. Members felt that it would not work to have statewide levels set by policy makers that have never been in the field; their standards could be very arbitrary. Members decided that each team should determine their own standards. They should include OSHA mandates plus any federal mandates that are received.

**Issue 8.** Statewide training requirements: Type 2 teams will be funded for 16 hours of training per month per officer. Members decided that Type 3 teams cannot be funded with these dollars, but the group would like to see Type 3 officers will receive eight hours of training per month.

**Issue 9.** Sustaining regional tactical teams: Members recognize tactical teams will most likely not be funded by grants indefinitely. There will be the expectation of the local jurisdiction continuing the Type 2 past the expiration of the grant funding cycle. Teams will be expected to maintain their Type 2 classification even if federal funding ends.

**Issue 10.** Number of teams: The task force proposes four local Type 2 teams and four state patrol Type 2 teams. Members want to see the ISP available statewide for regional response to any location at any time, providing a total of eight Type 2 teams statewide. It was suggested that FY04 million dollars be divided by eight for allocation. There is \$50,000 set aside for training, including a training conference.

It was noted that no teams can begin work on regional capacity until a formalized agreement (28E, IMAC, or other type) is signed that allows the use of this local funding for these purposes. This condition emphasizes the importance of timely action by the task force and administrators/managers.

### **Meeting with Administrators and Managers**

Members were asked for their thoughts about the willingness of their departments to participate. Woodbury County had no problem covering the western third of the state if the state were willing to negotiate with them. They believed the officers on the team to be ready to go; it is up to the decision makers. Sioux City will probably throw their hat in the ring. Des Moines is on board to be a potential local team. Waterloo is on board pending funding stability; they probably would not go out if the ISP could respond, and will stay home until needed. Coralville will most likely not be involved, and if there is no funding for local teams, they will not participate. It was suggested that basic issues for local teams be addressed, such as WMD training, biological training, etc. to encourage them to participate. Because use of funding is limited to WMD regional response, funding for local jurisdictional teams will be allowed.

### **Next Steps, Outreach, and Future Meetings**

SPPG will hold six local meetings around the state after we meet with the chiefs and sheriffs to get their input and support for the proposal. The outreach sessions are to be information sessions to let local stakeholders know what is going on and what this program will hold for them. The timetable is to conduct these in February or March. McKeen felt that emergency management regional representation might need to weigh in on this and they should be part of the outreach. McKeen thanked everyone for their participation and invited all to participate in their local outreach sessions. McKeen also stated that everyone would be included on all communication with chiefs and sheriffs.

**TOTF Police Chiefs and Sheriffs  
February 24, 2005 ■ 1:00 – 4:00 pm  
Fire Service Training Bureau  
3100 Haber Road ■ Ames**

**Sheriffs, Chiefs, and Iowa State Patrol Participants**

Rick Ahlstrom, Cedar Falls Police Department  
Barry Bedford, Coralville Police Department  
Doug Book, Forest City Police Department  
Harry Daugherty, Marion Police Department  
Joseph Frisbie, Sioux City Police Department  
Robert Garrison, Iowa State Patrol  
Mike Klappholz, Cedar Rapids Police Department  
Thomas Jennings, Waterloo Police Department  
Mike Kubik, Black Hawk County Sheriff's Office  
William McCarthy, Des Moines Police Department  
Glenn Parrett, Woodbury County Sheriff's Office  
Phil Redington, Bettendorf Police Department  
Donald Zeller, Linn County Sheriff's Office

**Other Participants**

John Chipman, Marion Police Department  
Bob Clock, Des Moines Police Department  
Richard Kinseth, Iowa State Patrol  
Karl Kolz, Linn County Sheriff's Office  
John Horton, Sioux City Police Department  
Greg Logan, Woodbury County Sheriff's Office  
Doug Mollenhauer, Iowa State Patrol  
Len Murray, Des Moines Police Department  
Doug Phillips, Polk County Sheriff's Office  
Russ Schafnitz, Des Moines Police Department  
Bernie Walther, Cedar Rapids Police Department  
Melvin Williams, Sioux City Police Department

**State Public Policy Group Staff**

Ben Banowetz  
Sarah Dixon  
Arlinda McKeen  
Rachel Scott

**Opening and Introductions**

McKeen opened the meeting and welcomed the participants. McKeen noted that the Task Force has made a lot of progress, and it has not always been easy. There was not early agreement on many of the items, but the Task Force was

very thoughtful in developing this proposal we'll discuss today. McKeen asked everyone to introduce themselves, including the staff of State Public Policy Group and Task Force members present.

### **Overview of the process and progress to date**

Scott offered an overview of the process to date. The group was meeting last spring and ran into some road blocks with a couple of issues. The Iowa HLSEM asked SPPG to bring the group back together and this group met this fall and now brings a proposal forward to you. This group did not have national standards to serve as guidance like the Task Force meeting on the EOD project. The Task Force talked about standards and guidelines and has used NIMS where appropriate. The NIMS standards assisted the Task Force in shifting to identifying tactical teams as Type 1, Type 2, and Type 3 teams. You've seen the proposal and, after you make decisions today, we'll move forward through the legal channels to release the FY04 money. SPPG will also conduct outreach meetings with policy makers across the state to talk about the process and decisions that were made through this process.

### **Presentation of the Task Force Proposal**

#### Funding Requirements Applying to this Effort

McKeen presented the proposal to the chiefs and sheriffs present and asked them to review the content. McKeen emphasized the background of the effort and also reported on the funding of this effort and SWAT capacity. The First Responders Advisory Committee (FRAC) determined that SWAT capacity was one of their priorities. HLSEM received ODP funds, 80% of which was designated for local funding. ODP also had SWAT capacity as a priority. This effort focused on WMD Terrorism Preparedness only, not regular call outs – this is an important distinction. ISP is here because they have local teams that respond to calls as well.

#### Elements of the Proposal

McKeen passed out a map from ISP that identifies where the tactical units are, and this map is only a snapshot in time. These units come and go and are based on leadership decisions and training responsibilities. There are somewhere between 30-50 teams in the state, and since we couldn't bring all of the teams to the table, a few were selected. Today, we are making decisions about all of Iowa – it is not about your jurisdictions.

The funding available through ODP in FY04 totals \$1 million set aside by FRAC. In the last two months, FRAC came together to approve FY05 funding, which means there is just over \$2 million available to increase capacity of tactical units to respond in the state. We are faced with an urging from the powers that be to get this done and get started so we can access all of the federal funds. There is an incentive to move this along and make a decision today. We will need a



signed agreement between local units and the state before the money can be accessed. The HLSEM is aware of this process and there are several non-negotiable items we must agree to move forward with this.

Non-negotiable items include:

- No local duplication of resources
- any units that accept the responsibility of becoming a Type 2 team need to sign a 28E agreement with the state
- participants must use own department's resources to keep the team going after the ODP funds go away
- participants must agree to respond to WMD incidents outside of their jurisdictions

What we're talking about today are the Type 2 teams, not the Type 3 teams that provide general response in their jurisdictions. The Task Force is recommending that Iowa need not consider Type 1 capacity as that designation is found only in large, metropolitan areas. The ISP has a responsibility to respond as well and they will need to enhance their capacity to Type 2 teams. This is required by Iowa law. Iowa HLSEM will not look to fund more than 4 regional teams and 4 ISP teams in the state. This has to do with funding issues.

Chiefs and sheriffs believed four teams would not be enough. McKeen said the state is asking you to identify four regional teams today and, in return, you receive a portion of the \$2 million dollars. We will submit this proposal to HLSEM and they will make the final decision – more teams would mean less money for each team.

The selection of this the Task Force was discussed. Mollenhauer was asked by the ISP to head up a Task Force and recruited people who had been involved on tactical teams in the state. We had to deal with the lack of national standards. The map of existing teams was based on a returned document from any agency that said they had an active tactical team. Based on that information, we picked the major metro areas and then looked for statewide representation – we included about 20 out of the 33 teams and this was the best we could do at the time. After a hiatus of the Task Force, SPPG used the list of people that had been involved in the past and then worked to expand the group as well. This was not meant to be exclusionary. From day one, all of the Task Force members were asked pass on all information to their decision makers and get feedback.

In order to have an effective WMD team, there is a need for a certain amount of resources. The first proposal did ask for 9 regional teams, and FRAC said there was no way Iowa had the funding for more than four regional teams. There are eight total teams being suggested– four local jurisdiction teams and four ISP teams. The question is the makeup of the eight teams. Iowa Code stipulates

what the ISP teams must do in terms of response, so their role is non-negotiable.

The guidance to have four local teams and four ISP teams comes from Iowa HLSEM to ensure adequate funding to provide Type 2 capacity. The FY04 and FY05 money is for the eight teams. You will select the four regional local teams today. The ISP will be from one of each of our four areas. This group will have to sign off on the four ISP teams though because the money is designated for the local teams. Everyone from the state will benefit from this whether it is a local regional team or a local ISP team. Remember: the ISP responds throughout Iowa where this is not currently a capacity for response.

The 20% is not part of this \$2 million. No. McKeen explained how the ODP money came into the state for FY04 and FY05 from ODP. Each local jurisdiction has had an opportunity to present their needs to their county emergency managers through the regional funding structure. FRAC decided there were four priorities so they took some money off the top of the local money for FY04. The priorities were different for FRAC for FY05.

McCarthy sat in on some of the FRAC process and reported that many of them wanted to step back from this. So the input from this group is what HLSEM needs to move this forward. McCarthy didn't see the state hogging, but saw them playing a legitimate role. Klappholz thinks this proposal is ridiculous out of the barrel.

Chiefs and sheriffs were opposed to the proposal because they have responsibility within their jurisdictions, so this capacity is a lot to take on with their local jurisdiction responsibilities. Cedar Rapids, Sioux City, and Des Moines will probably be Type 2 without this money. We need to have enough teams to go in and respond, and not contain and wait for a Type 2 team. This was a budget driven plan from the state. We need more Type 2 teams in the state. Several of the teams are already training 16 hours a month and have invested money into this effort. It's important not to pit ISP against the local teams. The originally proposed nine teams came from looking at the nine major population areas. We didn't know how else to do it; it was based on critical assets and where we thought the teams could easily increase their capacity. The Task Force agreed to the nine proposed teams, but got guidance from HLSEM on the four.

The originally proposed nine teams came from looking at the nine major population areas. We didn't know how else to do it; it was based on critical assets and where we thought the teams could easily increase their capacity. The Task Force agreed to the nine proposed teams, but got guidance from HLSEM on the four.

McKeen said there is no problem recommending more teams and adjusting this proposal, but it must remain within the budget constraints. No one is saying the state only needs four Type 2 teams; this is all that can be supported in estimation of the budget. This budget is not final, but this is the budget the Task Force agreed to bring forward to you. It was suggested to use the \$600,000 currently proposed for ISP response vehicles to bring up the capacity of more Type 2 teams.

There are many needs in the state, but one of the issues that cannot be addressed in this proposal are the Type 3 teams that will be go in and contain these situations until the Type 2 could arrive. However, the Type 3 teams will always be there first and they are part of this local response. HLSEM was clear that this ODP money is for Type 2 teams; it is not to support existing level teams. Mollenhauer interjected that we're not doing anything different than what is already being done at the state. We don't ever rush in to a hazard anyway. We are talking about containment and our Type 3 teams are not trained to do this in all cases.

McKeen suggested the group talk about the regional structure. The Task Force said the response time was not the primary factor. McKeen highlighted the local incident command structure that was also discussed this morning during the EOD meeting. Should it be the Type 3 commander that serves as the local incident commander? If an incident commander requests resources from a local jurisdiction for a WMD-related event, the cost will be picked up – this message came from Dave Miller.

The request for a SWAT WMD response goes through the law enforcement channels. There would have to be some protocol – participants would not sign a 28E agreement that only listed the incident commander. A tactical unit commander or some other designated person would need to be part of the approval loop. If you don't have a Type 3 team, you would call the ISP or Type 2 team that responds in your region. The 28E agreement would stipulate this.

A correction to the proposal on page 5: a team should be 10-12 officers, not 15-20, and each of these individuals need to meet the training criteria, but the local jurisdiction would determine who would be on the teams.

The equipment and standards would come from the regional teams – this message came from the Task Force. The recommendation for the physical standards is left to the local teams. Each jurisdiction has its own legal requirements, etc. If there is a national standard that is comes down, the expectation would be that these Type 2 teams would comply.

The difference between a Type 2 and Type 3 team will have to do with equipment, not really tactical approaches. So from a team standpoint, if you have standards in place that authorize people to operate in the tactical arena, we don't need to mandate these physical standards. Scott mentioned that the head of the National Tactical Officers Association has said that there is an expectation that a certain level of training exist for these Type 2 teams because there is a liability issue for police chiefs and sheriffs. The group expressed a question of equipment consistency. There was agreement that teams should be interchangeable.

Members feel we should have standards and equipment decided before we determine teams. The reason we have not talked about equipment is because everything since 9-11 claims to be "the best." We can take advantage of other states experience with equipment. It is difficult to make everything black and white; we need to have some flexibility in this. Each agency will not be able to make a purchase. We have budgeted out equipment at \$10K per officer for "WMD" equipment and training.

The chiefs and sheriffs remain skeptical, as they have unanswered questions.

- Who will pick up the tab after funding runs out? There is the expectation that the locals will pick up the tab when funding runs out.
- What is the incentive to stay in this? The state patrol has to make a commitment for this, the question is, who will also play?

McKeen asked who could make a preliminary commitment to be a part of the development of the implementation plan and 28E. In other words, who wants to be a Type 2 team to provide WMD tactical coverage for the state? Some teams are almost at Type 2.

Yes: Cedar Rapids PD, Des Moines PD

No: Coralville PD, Woodbury County SO

Maybe: Marion PD, Waterloo PD, Blackhawk SO, Forest City PD team

The standard of 10-12 officers per unit was agreed upon. Training standards for a minimum of 16 tactical training hours per month at WMD level were agreed upon. For type 2 tactical physical standards (OSHA) (pg. 5 of proposal), everyone was in agreement. Relating to equipment, teams will agree among themselves what equipment they need. NIMS spells out the capacity that is required. A laundry list of equipment is not required.

Chiefs and sheriffs continued to insist the project is underfunded. To get officers the equipment they need, we need to downsize the team numbers. We need to balance the equipment needs for a Type 2 team with the need to provide statewide, WMD-level tactical coverage. Chiefs and sheriffs repeatedly requested to know who was responsible for the funding of this project. HLSEM.

CHIEFS AND SHERIFFS WOULD LIKE TO SEE IN WRITING THAT TYPE 3 TEAMS CAN'T GET MONEY FROM ODP. It was discussed extensively that these funds are for Type 2 teams—high level entry. We cannot spread this money between the two levels of teams and still create statewide capacity. We have to figure out how to spend this lump sum, and if we spread it too thin, we still don't have WMD capacity. Any equipment that is purchased would stay with that team, if that were written into the 28E agreement. Any vehicle purchases need to be made on an equitable basis.

On the subject of tracking a record-keeping, members would feel better reporting to an entity that has administrative capacity: DPS. ITOA is an association of officers and operators, not administrators. Do we need to track it after the funding runs out? Chiefs and sheriffs that participate will rotate the responsibility of recordkeeping when funding runs out.

28E McKeen asked about 28E agreement, and developing their own 28E agreement to relieve any jurisdiction of costs of a call out to any locality. Chief McCarthy will draft a 28E agreement over the next couple of weeks and email it out for revisions to those who want to participate in this.

McKeen then turned to the number of teams statewide: one has to have capacity to respond to WMD statewide; the other has to be local. The funding should be used to take an existing department that is close to type 2 and push them into type 2 capacity. Members asked the response time desired: 1 ½ to two hours has been discussed. Members felt this might be tough with only eight total teams. ISP has the state divided up. IEMA has six regions already created, what if we had a team in each region, plus the ISP in each region.

Chief Book volunteered his team for his region. There is potential to look at the HLSEM funding regions as potential funding after these grants run out. Woodbury County volunteered for their region. Could Council Bluffs or Pottawattamie County cover their region? Waterloo can cover their region, Cedar Rapids in their region. Dubuque is in their region. These are just for conversation's sake.

The costs are roughly \$10K per officer. With 12 officers per team, that's \$720K for the locals and 720K for the ISP – we are over budget. If we take off the vehicles we can probably afford the desired 12 total teams.

We need to understand what the type 2 teams are for—to secure and make safe any area that is affected. Containment is going to be the main part. A seven man team could contain the area; the type 3 teams would work the perimeter to keep them out. HAZMAT/bomb squad/etc. would go in and do the actual work.

Each team will have the expectation of being an entry team; all they have to do is go and secure an area. Realistically, a seven man team could contain 98% of the incidents; a 12 man team could allow for people on vacation and relieve officers during a longer containment.

List of questions that the group would like answered.

- Use of ODP \$ re: type 3 teams
- Maintenance after grant runs out, timeframe to constitute a type 2
- After the grant funding runs out what is the commitment by the locals and how long do we have to maintain and fund it – when it comes time to replace equipment after the grant runs out, we can't afford to replace it and we feel our commitment should run out. We can not expect to keep this going after the life of the equipment.
- Is this grant already a year old? If this is a two year grant is it half over?
- Medical liability
- Details of an escape clause for this and the penalty
- Replacement equipment, retained?
- We will go two years after the life of the grant and need reimbursement if outside jurisdiction.

This is a state asset and we will need to get reimbursed if we go out. Waterloo is lacking suits and 16 hours of tack training, if we have the money for backfill we are in

Also questioned is what should be tracked.

How many teams?

It was asked if we need to increase the training for SCBA suits for WMD training, ISP felt that we do not need to increase the training. For Meth lab training we have never had to arrest perps in full level A suits. The reason some of these standards are vague is to include all teams, not to exclude anyone. When we have an idea of how many want to participate we can interface and determine the training. We need to train in the suits, two years from now we will have to pay for this.

Would like to see if the money can be used for type 3 teams. Backfill is set at time and a half or \$35/hour.

If the 28E is in effect, will still get reimbursed if called out from HLSEM. 28E has to be written so we do not sacrifice too much, it is up to this group to determine this. Those who participate will be writing the 28E.

Chief McCarthy will work on a draft 28E for this, we will answer your questions, please discuss this with each other. We will discuss their level of interest with the red dots that are not in attendance.

**TOTF Police Chiefs and Sheriffs  
Statewide Tactical Unit Response Capacity  
for WMD/Terrorist Incidents  
Elements For Discussion and Decision  
March 17, 2005**

**Sheriffs, Chiefs, and Iowa State Patrol Participants**

Rick Ahlstrom, Cedar Falls Police Department  
Barry Bedford, Coralville Police Department  
Doug Book, Forest City Police Department  
Harry Daugherty, Marion Police Department  
Robert Garrison, Iowa State Patrol  
Mike Klappholz, Cedar Rapids Police Department  
Thomas Jennings, Waterloo Police Department  
Glenn Parrett, Woodbury County Sheriff's Office  
Lonny Pulkrabek, Johnson County Sheriff's Office  
Phil Redington, Bettendorf Police Department  
Kim Wadding, Dubuque Police Department  
Donald Zeller, Linn County Sheriff's Office

**Other Participants**

Tom Baumgartner, HLSEM  
John Chipman, Marion Police Department  
Dutch Geisinger, HLSEM  
Tony Hammes, Fairfield Police Department  
Phil Hansen, Cedar Rapids Police Department  
Charles Hertz, Woodbury County Sheriff's Office  
Richard Kinseth, Iowa State Patrol  
Gary Kramer, Johnson County Sheriff's Office  
Keith Mehlin, Council Bluffs Police Department  
Dave Miller, HLSEM Administrator  
Doug Mollenhauer, Iowa State Patrol  
Len Murray, Des Moines Police Department  
Doug Phillips, Polk County Sheriff's Office  
Joe Smutz, Jefferson County Sheriff's Office  
Ron Wenman, Coralville Police Department

**SPPG**

Arlinda McKeen  
Jennifer Furler

**Welcome and Opening Comments**

McKeen welcomed the group to the second gathering of chiefs and sheriffs to develop the plan to create statewide capacity for WMD/terrorist response. Dave



Miller, HLSEM Administrator, is in attendance to answer questions that may arise as the group works toward decisions. McKeen noted that although the group reached consensus on many items at the last meeting; a few remaining items from the proposal still need to be addressed. McKeen walked the group through the five remaining issues that require decisions. McKeen turned the floor over to Dave Miller for comments that should help clarify expectations and help the group reach consensus.

Miller stated that his intentions today are not to undo any of the work completed by the Task Force so far. Since money is the issue, he offered some background. FY05 HLSEM grant funding was cut by 35%. Leveraging funds is important, which makes it critical to build on existing capacities. 80% of HLSEM money must be passed to local government. Local agencies have made improvements, but WMD/terrorist response capacity has not yet been achieved. HLSEM funding, thus far, been used to fill holes in local budgets, which is not its intended use. Building a higher-level capacity must be the first priority. FRAC has worked to identify what those capacities should be, and HLSEM is coordinating the effort. Locals need to actually make those decisions, which why this meeting is occurring. Locals have the best perception of what is needed in this state.

Miller offered some questions for the group to consider: What is the goal, what type of capacity do we need to build? If there is not money to fund type 2 teams, should we be discussing type 3 teams? It is difficult to reach consensus, but a decision must be made about how we move forward. Local input is needed to guide decision-making. HLSEM is leveraging its 20% of the funding to have these important discussions. HLSEM is working with locals to build on their capacity—not create state teams—although state resources are contributing to the response capacity. Approximately \$2 million is being invested in EOD and SWAT capacity per year for FY04 and FY05. Funds are also being distributed to Iowa's six regions to create other regional capacities. This funding should not be used to supplement individual agencies, but should fund broader response capacity and regional coordination. HLSEM is not inclined to support funding for local agencies that will not respond outside their own jurisdiction, because there is just not enough funding to do so. It is difficult to build teams from the ground up; there are really only enough funds to build on existing capabilities. HLSEM appreciates the work of this group and the input that they provide.

Miller also discussed the 28E that was developed for urban search and rescue (USAR). There were some misconceptions about USAR. To clarify, this is not just for Sioux City and Cedar Rapids, but to create capacity statewide. A 28E is also necessary with SWAT to give local agencies protection under the state if they are called upon for WMD/terrorism response. The idea of the 28E is to protect responders as if they were in their home jurisdiction. The 28E will also

need to cover the triggers for response. A threshold for deployment needs to be established. Sustainability of the capacity created through these initiatives is also important, and some legislators have expressed concern about sustainability. The efforts to increase WMD/terrorism response capacity are worthy regardless of sustainability; worrying about sustainability should not impede efforts to move forward. If locals think this is not worth doing it should be discussed and the money for these efforts can be redirected.

McKeen asked the group if the effort to create WMD/terrorism response capacity is worthwhile.

- Yes, it is important. Preparation is key to be able to respond to future incidents
- Yes, the Midwest has assets that could be targeted.
- The odds of a WMD/terrorism event are unlikely, but there are threats that should be assessed in the state.

**1. Use of funds for WMD/terrorism level teams only – Type 2 teams. Question remains whether funds can be used for awareness level training to bring some officers/teams to the Type 3 level.**

- A Type 2 team response would be favorable, but Type 3 capabilities are also important because they will contain the scene until a Type 2 team is able to respond.
- Current Type 3 teams should be brought to a level where they can effectively contain an incident until the Type 2 team arrives. Basic training and suits would help to bridge that gap. It is realistic to support local first responders to develop containment capacity.

McKeen asked if federal priorities of WMD/terrorism response would conflict with a proposal from this group to fund Type 3 team capacity if that approach is decided upon.

- If Type 2 teams are the priority now, Type 3 teams could be the focus of FY06 funding. Future funding should address Type 3 teams—at minimum offering training to these teams.
- There is not a large difference between a certified Type 3 team and a Type 2 team. It seems that it would be wise to invest in these Type 3 teams that will be responding to contain an incident.
- Type 2 teams require extra equipment and training beyond that of the Type 3 teams. Costs to move from Type 3 to Type 2 will be the barrier for most teams in the state.
- The ISP is responsible to provide Type 2 and 3 coverage throughout the state.

- An opportunity exists to receive Type 3 training through existing ODP courses offered by HLSEM. There will be greater availability of SWAT courses in the future and those can be approved during this grant cycle. These courses will help address the concern of Type 3 training and capacity.
- The ODP courses can satisfy many of the needs described today for advanced training.

Consensus was reached that funding will target Type 2 teams with the understanding that ODP courses are available through HLSEM's regular training program to increase training and capacity of Type 3 teams.

**2. Length of time a local unit must sustain Type 2 capacity following the end of the federal funding stream.**

The group reached consensus that Type 2 teams will maintain that capacity at least for the life of the equipment required for Type 2 teams.

**3. Number of local teams needed to provide required Type 2 coverage for all locations in the state.**

- a. ISP provides 1 team in each of its 4 districts
  - ISP teams are located in Western, Central, Northeast, and Southeast sections of the state.
  - The Task Force recommended a two to three hour response time for Type 2 teams. It needs to be determined how many other teams are needed to provide adequate coverage.
- b. Number of other local teams?
  - Considerations should be capacity, funding, and geography in deciding the location and number of teams beyond ISP teams.
  - 6 teams could be designated to mirror the six HLSEM regions.
  - The original intent of the Task Force was to designate 4 teams in addition to the 4 ISP teams.

**4. Designation of local Type 2 teams to cover the state**

In addition to the four IPS teams, Cedar Rapids PD, Des Moines/Polk County Star, Woodbury County Sheriff's Office, and Northern Iowa/Forest City Task Force have offered to be Type 2 response teams.

Consensus was reached that four ISP and the four other designated teams would provide adequate statewide coverage.

**5. Budget – determine budget or delegate this to the designated teams?**

The elements of the budget will be training and backfill, a statewide training event, equipment and suits, and possibly vehicles. McKeen asked if there is agreement to entrust budget development to the eight designated teams.

The group reached consensus that budget development be entrusted to the eight designated teams.

**Remaining items for discussion:**

McKeen walked the group through other items in the proposal that the group did not have an opportunity to discuss at the last meeting.

Response Time and Protocol

- Regarding the two-three hour response time, it should be clarified that the team will be on scene in two-three hours.
- The response time should state whether or not it is a goal or a standard. If it is a standard there will be expectations that response time will be met.
- Language could be used to say that a team must deploy within one hour, rather than stating a designated response time to the scene, which is difficult to predict.
- Responses under the governor's authority have a protocol, it needs to be decided who makes the call on deployment of teams. Is there confidence that the incident commander is authorized to make that call?
- The group had discussed previously that response would need to go through ISP –this action would engage the state, which is needed since the response would fall under state resources.
- Protocol will be established to engage ISP in any WMD/terrorism call out.
- The Tactical Officer on scene will assess whether or not they need help, but this does not mean that they bypass their local law enforcement chain of command.

Training and Standards

- The Task Force recommended 16 hours of training for Type 2 teams because that is what the National Tactical Officers Association recommends.
- Physical standards for Type 2 teams will be decided by each participating jurisdiction.
- NIMS resource typing will also be factored in as the plan evolves.
- HLSEM will track data through the life of the federal grants, and then responsibility will fall to the departments with the designated Type 2 teams.

Other

- Add information to the proposal about ODP training courses available for Type 3 teams.
- Miller stated that he would like to be clear on what courses are needed for the Type 3 teams. This needs to be communicated now so that these courses can be put in place. A list of current ODP courses will be provided to the group. Any additional courses needed should be communicated to HLSEM.
- Aviation support from the Guard and the Civil Air Patrol may be brought in to this discussion at some point.
- Len Murray distributed a draft 28E for the Tactical Teams. Changes will be made to the 28E to reflect decisions made today by the group.

McKeen asked each member if they support a consensus acceptance the proposal.

- Kim Wadding—yes
- Tom Jennings—no, the way this is funded and the location of the teams will cause conflict. It seems that money is being given out simply because it is there. Iowa has mostly Type 3 teams, which are not benefiting from this proposal. This small amount of money is being spread too thin. The ODP training for Type 3 teams will help if it actually comes through.
- Rick Ahlstrom—supports the proposal with the understanding that physical standards are developed. Iowa will likely not have Type 2 teams in five years, but the Type 3 teams will still be here.
- Mike Klappholz —yes, but the fine details will still need to be worked out.
- Phil Redington—yes
- Lonny Pulkrabek—yes
- Harry Daugherty—yes, but will not support this if ODP training for Type 3 teams does not come through.
- Glenn Parrett—yes
- Doug Book—yes
- Barry Bedford—yes, if training is available for Type 3 teams.
- Don Zeller—yes, also citing the need for Type 3 teams training.
- Bob Garrison—yes

## **Conclusion**

Changes will be made to the TOTF proposal to reflect decisions made by the Chiefs and Sheriffs at today's meeting. McKeen stated that the proposal and 28E development will move forward, as well as meetings around the state. Eight meetings will be held regarding the TOTF proposal, the meetings will be held in two parts—one for law enforcement and another for policymakers and other stakeholders. Please be watching for invitations to these meetings in the coming month. After the meetings are conducted, any remaining issues will be brought back to the Task Force for further consideration.

## *Outreach Process*

### **Task Force**

The Tactical Officers Task Force (TOTF) built upon an existing structure of current tactical teams that had taken up the issue in early 2004. The structure was amended to ensure representation from across the state. Three meetings were conducted and facilitated by SPPG, with early agreement. The first meeting held November 23, 2004, provided an opportunity to review the current status regarding tactical Response Capacity for WMD/Terrorist events and begin drafting solutions. At the second meeting, held December 22, 2004, TOTF members explored potential solutions to issues identified at the first meeting. Points of vigorous discussion included physical standards of teams and team capacity levels around the state. A proposal to present to chiefs and sheriffs was agreed upon at the third meeting, held January 25, 2005. Throughout this process, the members of the task force kept the police chiefs and sheriffs from their local jurisdictions informed to the task force's progress.

### **Police Chiefs and Sheriffs**

The police chiefs and sheriffs representing the jurisdictions of the task force members met for the first time at a meeting facilitated by SPPG on February 24, 2005 to discuss the plan proposed by the TOTF. While many elements were accepted, several key points remained unsettled. Chiefs and sheriffs were concerned there were no resources allocated for Type 3 (awareness) training and the number and location of teams proposed in the plan did not provide adequate coverage of the state. A second meeting of the chiefs and sheriffs was held on March 2, 2005, at which these issues were resolved, and, with reservations expressed by several, consensus was reached. The discussions from these meetings shaped the script and guided discussion questions used later for outreach meetings with stakeholders and policymakers from around the state to generate feedback and assist with implementation of the proposal.

### **Stakeholders and Policymakers**

SPPG chose eight locations around Iowa to conduct two meetings in each town for have stakeholder and policymaker outreach meetings: Ames, Anamosa, Charles City, Council Bluffs, Osceola, Oskaloosa, Sioux City and Storm Lake. These locations were chosen to represent all parts and populations of Iowa. Invitations were sent out in advance of each meeting, to all local government entities and pertinent associations, as well as the Iowa State Association of Counties (ISAC) and the Iowa League of Cities.

Separate meetings were held for stakeholders and policymakers. Stakeholders had expressed interest in the areas of operations and protocol with the SWAT response capacity. Policymakers expressed interest in the financial and liability

components. This provided an opportunity to receive feedback from the two different groups that could accurately represent their respective concerns.

An overhead presentation was given at each meeting that described the plan that the task force and the chiefs and sheriff's group had agreed upon. After the presentation, SPPG facilitated a guided, scripted discussion regarding the proposal. This format was used consistently throughout the outreach process. Attendees were aware that their comments were being captured in the notes, but would be non-attributable.

Attendance at the stakeholder meetings was acceptable, but not overwhelming, with every meeting attended. However, policymakers were not present at the Charles City, Council Bluffs and Sioux City. Attendance in Osceola was limited. SPPG is well aware that local policymakers often rely on their emergency management coordinators to keep them informed on this type of information, and many emergency management coordinators attended the stakeholders meetings. Findings from these outreach meetings was reported to the Iowa State Patrol contact and to the Commissioner of Public Safety in this report.

### Timeline

Activity	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Initial meeting with IDPS to finalize work plan and launch project										
Identify potential Task Force members										
Meet and interview Key players, review documents and best practices, gather contact information, and explore policy maker understanding										
Research other states best practices, training standards and equipment										
Tactical Team Task Force convenes to begin resolution of governance, funding, number and location of regional teams along with the relationship with DPS.										
Complete second Task Force meeting to resolve operations, governance and funding issues, and produce draft recommendations.										

<b>Activity</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>
Draft a proposal of recommendations and issues to resolve from the Task Force meetings										
Complete third Task Force meeting to revise the draft proposal of recommendations to present to decision makers.										
First meeting of Chiefs and Sheriffs to present draft recommendations										
28E agreement is drafted and revised										
Second meeting of Chiefs and Sheriffs to resolve remaining issues										
Statewide outreach meetings conducted with stakeholders and policymaker										
28E agreement finalized										
Submit final report to Commissioner of Public Safety, contract ends										



## *Outreach Summary*

State Public Policy Group (SPPG) continued the Tactical Officers Task Force (TOTF) process by taking the information from the Task Force to interested parties at the local level. SPPG provided an overview of the plan for local tactical response capacity for WMD/Terrorist incidents through a presentation and facilitated discussion. The purpose was threefold: to explain how Iowa will develop this new capacity, how it will be accessed, if needed; and to hear local thoughts on the proposed statewide SWAT response capacity for WMD/terrorist level threats.

This effort focused on two main groups:

- **Stakeholders** – Police chiefs, sheriffs, Iowa State Patrol, firefighters, emergency management coordinators, and other responders were invited to participate with a focus on how this proposal will provide a new level of response for every jurisdiction in the state. Information focused on the protocols and structure of the designated local teams for WMD-level tactical response.
- **Policymakers** – Local elected officials were also invited to attend a separate meeting in each location to specifically focus on the policy and funding issues that would be of most concern to them. County supervisors, mayors, city council members, and other local policymakers were encouraged to attend. State legislators received an invitation as well.

A slide presentation and discussion questions were designed for both groups. At each meeting, SPPG staff presented information regarding the statewide WMD/terrorist response capacity and solicited input through scripted questions. Attendees were made aware that all responses to the discussion questions were non-attributable. Sixteen stakeholder and policymaker sessions were offered during April and May in eight communities: Ames, Anamosa, Charles City, Council Bluffs, Osceola, Oskaloosa, Sioux City and Storm Lake. These locations were chosen to reflect Iowa's unique rural and urban balance and to give all interested participants an opportunity to attend a meeting in their area.

Total attendance at the sixteen meetings also sends a message. In general, there was an acceptable level of attendance across the board. Law enforcement's interest is primarily to find out what needs to be done and how, which motivates their attendance at a higher level. Still, a relatively small total attendance reflects a degree of comfort with the system; if there were strong concerns, turnout would have been large statewide. Attendance at the sixteen meetings totaled 48 stakeholders and 11 policymakers.

## **Themes from Public Input**

Across the meetings, several themes emerged. Generally, taken as a group, stakeholders' and policymakers' opinions were not much different, especially in seeing a need for the WMD/terrorist event tactical capacity, and thoughts about coverage and response time. Their opinions differed when discussing financial issues. The following comments taken from the sessions and discussion summaries are representative of the feedback:

**"I prefer to call it hometown security rather than homeland security."**

Attendees at both the stakeholder and policymaker meetings felt that their jurisdiction might need to call out a WMD-level tactical response team at some point, though they felt the likelihood was quite small. There was general agreement that the majority of incidents that SWAT will deal with include high-risk warrants and methamphetamine labs along with schools and bomb threats. There was widespread agreement that not all will require a WMD/Terrorism level response. However, they also stressed the importance of having that capacity available when they did need it. Many participants had difficulty understanding what type of incident would require a tactical unit. They much more easily understood the EOD types of needs. Stakeholders and policymakers felt that chemical and ethanol plants, agricultural terrorism, large industrial sites, and colleges present the greatest threat potential for a WMD/terrorist level call-out.

**"We work side by side during the incident, but the local is really in charge."**

Almost every response regarding who should be in charge of a WMD/terrorist level incident included the need for a unified command structure with locals at the helm, established prior to an incident. This was consistent with the new protocol, which emphasizes that command remains at the local level, even when the teams from outside the jurisdiction are called in. The NIMS effort will support this approach. It was anticipated that some locals would be more comfortable handing over the command entirely to the Type 2 squads that would be called in, but that locals must retain incident command. Participants expressed concern for volunteer responders that already work eight-hour days and then have to command a prolonged incident. Local stakeholders reinforced the importance that local law enforcement's knowledge of their home area be respected and utilized during incident command.

**"I like that the state and local jurisdictions work together to respond."**

Regarding the question of capacity to respond to WMD/terrorist incidents, most agreed the capacity will be adequate to respond under this proposal. Concern expressed regarding the response time of a Type 2 team. Most attendees commented on the fact that any time spent waiting on support for a WMD/terrorist level event is less than ideal. Participants also worried about waiting for an outside, Type 2 commander to respond and determine the type of response needed; there is a strong desire to keep locals engaged and in charge.

Stakeholders cited a concern regarding the dependence on Iowa State Patrol teams that are already spread thin; expecting them to respond to an incident in a remote region may create a higher risk than other parts of the state. Stakeholders accepted the two to three hour response time and agreed that a quicker response was not likely.

**“Our funding is already strained; please don’t put anything else on us.”**

Policymakers and stakeholders were encouraged that the state would pick up the tab for a WMD/Terrorist incident. Some believe there was a potential for misuse regarding call-outs for non-WMD/terrorism incidents that should not be paid by the state. Concern was expressed for local teams regarding the actual costs for food and lodging, stressing liability issues for the visiting Type 2 teams.

Policymakers felt that there might be a tendency to make WMD-level call-outs more readily, knowing that the costs would then be transferred to the state. They suggested the establishment of guidelines and additional awareness training for law enforcement to address that concern and alleviate the risk of costs being deferred to the local jurisdiction unexpectedly. It was also recognized that the call-out protocol would lessen the burden to determine WMD status on the locals.

Stakeholders had funding concerns, but concentrated most of their comments on making sure that they determined the threat appropriately. Stakeholders did not feel that they would purposefully make unnecessary call-outs to shift costs of non-WMD/terrorist events to the state, however, such calls might happen inadvertently.

**“A lot of guys that have worked for 20 years in law enforcement have not run a mile on the job.”**

Most stakeholders and policymakers desire some form of physical standards; however, specific standards were hard to determine. There is a concern of losing those who have multiple years of knowledge but who might not be able to perform a certain number of dips. Suggested benchmarks for physical standards suggested include performing job-related tasks or the usage of OSHA requirements. Others suggested statewide standards as a minimum and allowing teams to add additional requirements on top if desired.

**“In law enforcement, people are never trained up as well as they should be.”**

There was concern among stakeholders across Iowa regarding training requirements for Type 2 teams. Though many stakeholders feel that they spend much of their time at meetings, they do understand the need and importance of additional training: “Keeping professional through the response is critical.” Stakeholders also felt that training regarding chemical, biological and radiological

events, along with decontamination, methamphetamine and explosives would be essential for Type 2 teams. Policymakers and stakeholders both would like to see a focus on training regarding agricultural terrorism. Many feel agricultural terrorism is the most likely potential event for which Iowa should prepare.

Regarding the Type 3 teams training needs, participants felt that a basic awareness course offered to ALL first responders would be beneficial to all. "We don't need to have the training that the Type 2 teams need, but we need to know enough so that we do not become blue canaries," one participant stated. Others expressed frustration at additional training and meetings to attend: "The biggest problem is that there were so many classes with different names, but with the same material." Participants also suggested cross training between Type 2 and Type 3 teams as part of the Type 3 training.

**"The moment it turns to shit, it will be, 'Who do I call?'"**

Many participants liked the local aspect of the call-out requirement. Stakeholders and policymakers both felt that keeping local control local was essential to an effective response to an incident. Others stated a need for higher-level command: "We just went through a regional EOD training. We recognize that if we have a WMD/terrorist incident, a higher level of awareness and training is needed."

Participants had two main concerns with the call-out protocol: false alarms and funding. Stakeholders were concerned about being charged by the state if their jurisdiction made a call-out that did not turn out to be an actual WMD/terrorist threat. They felt that a lot of pressure was being placed on the local law enforcement personnel to make decisions that they were not qualified to make. The most suggested solution was to provide a standard level of awareness training to local law enforcement personnel to better qualify them as first responders to a scene to make better judgments as to the need for a WMD/terrorist level SWAT response.

**"This is a statewide effort that needs to be funded statewide."**

Stakeholders expressed that they are pleased with the proposed call-out protocol because it provides them with guidelines, indicating that it is a positive first step for local jurisdictions to know where to start calling. They also mentioned how pleased they were with the new coverage for formerly underserved areas, and how it will assist local jurisdictions in planning and training.

Some noted funding concerns such as, "We are just trying to maintain basic services, and we can't do it." Other participants noted that the state should fund this if they see a need for it. Participants expressed concerns about the ability and the appropriateness for all local jurisdictions to fund the designated Type 2 tactical teams after the federal funding is no longer available. Many felt that

their local jurisdiction should not be financially responsible for an effort that has statewide implications. They also spoke at length about other initiatives that have ended in unfunded mandates from the state and how their local jurisdictions suffered.

**“Most forces can’t afford to send people to Des Moines to get trained.”**

Stakeholders expressed the importance for this plan to be a baseline that all local jurisdictions have an awareness of and can use effectively. They also suggested the need for an awareness level training requirement for law enforcement personnel in each local jurisdiction, including first responders, emergency management coordinators, and dispatchers. It was noted that many responders that would benefit from training have daytime jobs and struggle to get time off for specialized training. Participants also suggested using Emergency Management, state radio, and statewide email lists to disseminate information.

**Additional Considerations**

Participants noted a desire to fund intelligence and information gathering along with response to incidents. Taking a proactive approach to these kinds of incidents was seen as a better use of funds than having to respond to an incident. They also emphasized the need for better communication that needs to occur whether or not intelligence and information gathering is ever funded.

It was also noted that if a WMD/Terrorism call-out is made, local emergency management might not get an immediate call, “especially if the call comes through the back door. A crime in progress is different from a natural disaster, and local emergency management might not be notified.” Participants also noted that the DNR, Department of Agriculture and the Veterinary Rapid Response team will play key roles to any WMD/terrorism response and should be included. Communication across disciplines is critical in this effort as well.

**TOTF Stakeholders  
April 19, 2005 — 9:30 am  
Council Bluffs – Jennie Edmundson Hospital**

**Participants**

Roger Bissen, Harlan Fire Department  
Samuel Holun, Fremont County Emergency Management Commission

**Staff**

Ben Banowetz  
Arlinda McKeen

**1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**

- Harlan participates in the IMAC. As far as the town and county, Fremont County signed on, not sure about the towns.

**2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today? What is the most likely type of event to trigger such a call-out?**

- Bomb threats are the most typical type of call-out that we have in Fremont County, local fire and EMS typically responds to this. Shelby and Fremont county both seriously doubt they will need to call out.
- There are several companies that deal with a lot of mail, including CDS. A threatening letter could be a possible reason, We would most likely call Council Bluffs for their HazMat team.
- If the Fed's get involved, do the costs go to the Federal government? The state might get billed for this.

**3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- Usually companies don't usually want someone stepping on their toes; a unified command could work if discussed prior. The locals should already have a command set up prior to higher level teams coming in.

**Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there be adequate capacity, from either local Type 2 or Iowa State Patrol teams, to respond if you had a WMD-level incident in your jurisdiction?**

- It is the most economically feasible way to go about it. If it is not used often enough, it will fall apart. With the threat level we have in Iowa, this proposal is fine.

**2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**

- In Shelby County, we could have an ISP team on-scene in under an hour. Teams from Des Moines and Council Bluffs would take two hours, which is just how it is, and we accept that.

**3. This agreement necessitates that local Type 2 tactical units travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

- If the command is still at the local level there should not be any concern. As long as someone does not arrive and tell locals "this is the way it is going to be," things will go well. Locals know the lay of the land and are the best fit for command.

**4. With WMD-level call-out expenses treated as State resources, do you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

- It could happen, if certain criteria are developed in black and white that will solve most of this problem. Someone will likely take advantage of this.

## **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines/standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

**1. Would you require a statewide physical standard for the Type 2 officers?**

- Harlan thinks there should be standards to be sure that a capable person responds; not sure of anyone to model after. We would like to see across the board physical standards for first responders, to allow for veterans= have different standards for entry teams and administrative teams. Incident commanders do not go into fires, but are essential.

- Would like to see a similar system to incident command regarding this. We desire to see the commander with experience on site, not just young guys that can run fast.
2. **Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect would be included in the additional 8 training hours?**
    - With WMD you will run into a lot of angry people. It is not all about pushups, but it's also about psychology; we disrupt the general day for most people. Keeping a professional manner throughout the response is critical.
  3. **Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**
    - Fremont County has 10 entities with two police sheriffs, but ten different fire chiefs. We need to train all enforcement and first responders to WMD level awareness. The basic training should be required for all law enforcement officers and first responders.
    - Would like to see law enforcement respond to fires in addition to being a backup fire response county. Have all disciplines in the same room during the training. From day one, law enforcement is to take control of a situation. Failure to do so will result in trouble.
    - In our county, Missouri State Patrol was more receptive than the Iowa State Patrol. A prime example is the region four meeting we attend, and the poor attendance.

### **Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

1. **What are the strengths of the proposed call-out protocol?**
  - Harlan likes that the Locals make the decision for the call out to Type II teams.
2. **During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you**



**think your home jurisdiction should have in the continuation of funding for this effort.**

- This should be at a state level, not at our local level. We should not pay for something some city somewhere else will use. If the state puts the requirements on these federal funds. The state should pay when the funding runs out.

**3. How should this new capacity be implemented so that all jurisdictions are up to speed on it?**

- The largest problem is when they come here they need backfill money to pay for the stuff they are not getting done. If we are not going to have a SWAT team why bother?
- Incorporate this in the terrorism awareness training. We need to be more efficient in training. Condense training so it can be completed with less time spent away from the office.
- Try through the Fire Training Service at the State level. Most of the volunteer fire responders cannot leave this time of day for a meeting, they have to feed their families.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- Do you have to join IMAC to get the funds?
- Why would anyone sign up for this, it could last forever?

McKeen spoke about the monetary incentive and also the progress of the group discussing the “shelf life” of the equipment.

- For the type II tactical commander is there criteria for a call out?
- Who has the authority to call in the Type II commander?
- What would be considered WMD, you have the unstable situation with a warrant and they grab their spouse as a hostage? WMD can mean more than a bomb or gas, tough to define.
- Harlan’s response is to contain and decontaminate areas, this is good information to have and know.
- I died in the fire hall.

**TOTF Stakeholders**  
**Wednesday April 20, 2005 — 2:00 pm**  
**Osceola — Osceola Public Library**

**Participants**

Myron Manley, Clarke Co. Supervisor  
Dennis Henderson, City Manager of Clive  
Allan Mathias, Clarke Co. EMC  
Brian Seymour, Indianola Fire Chief

**Staff**

Arlinda McKeen  
Rachel Scott

**1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**

- No tactical units.
- Our county does, but not the city.
- We haven't done anything down here.
- I don't know if we're on the IMAC.

**2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today? What is the most likely type of event to trigger such a call-out?**

- I think it's all likely, more from a school standpoint than anything. It ultimately goes back to all the projects we're working on. I wish we could get rid of the WMD/terrorism label, because policymakers and legislators are losing sight of what we do on a daily basis. These resources can be used for a number of things, but there's the idea that this has to be WMD to get any funding. This is with fire, EMC's, any it.
- A couple of weeks ago on 60 Minutes, I saw a segment on WMD and the money. It was no different from what I've been hearing, but a federal legislator was saying the funding was all being abused. They went to small town America and looked at the stuff they were buying. The legislator was opposed to all of this even though the equipment was all on the approved list. The argument from the small town was that we would never have been able to get it otherwise, and we use it on a day- to-day basis. After 9/11 everybody was fired up on this, now, people are ready to move on. It's like Y2K; people don't want to hear about it anymore. Most likely there is a higher probability of terrorists living in rural areas. I heard a speaker in Atlantic talk about that terrorists would be looking more toward rural America, like blowing up a car at 10 Wal-marts. Then you have a ripple effect that goes on a long way. This Agroville thing makes a lot more sense if you want to do some damage: getting bacteria

into the livestock or the food chain. The circle around any outbreak would be at least 20 miles. Should you shut down the interstate? They said to allow traffic through the area, but no exits or entrances. The Veterinary Rapid Response guy talked about the need to check out boots, trucks, cattle at a sale barn, and all of the places that could be contaminated. If you have to strictly use this SWAT equipment for WMD/terrorism event, it will rot on the shelf. It makes more sense to buy stuff you will train with and use.

- Those of us in the local government business can tell you this is not high on people's agendas, which is a mistake. It's important to be prepared and cognizant of these issues. The moment it happens and you're not prepared, the public will hold you accountable.
- For us, it would be something rolling down the interstate.
- I always call it *hometown* security to keep my staff interested.

### **3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- For the most part, we fall back on the command structure. Often we see what's happening and turn it over to law enforcement. We had a weeklong stand-off that turned into a car accident, and it was turned over to law enforcement.
- This morning someone asked a question about incident command. Everyone has a different opinion, and not everyone uses it. I told them no, I'm not the incident commander. If it's a fire situation, it's fire, etc.
- That's where unified command comes in and you have a joint command center. When it comes to standoffs, I don't have the expertise. Once they wound him and he's hurt, we step in.
- It doesn't fit to always have a set plan that so-and-so will always be the incident commander. For the big picture, our mayor is the incident commander, but the sector officers inform and advise him. This would be no different from our hazmat situations today. We don't have the push-shove atmosphere.
- Our hazmat comes out of Ottumwa and makes it clear they have no desire to have command turned over to them.
- It is possible that the local incident commander might be overwhelmed. A lot of people might not want that responsibility if they don't feel prepared, or trained, or capable. Having a SWAT team come in and take over is not good because they don't know what you have available, etc.
- You're getting into the issue of volunteers. These men are working 8-hour days somewhere else. Fire and EMS are more comfortable with incident command than law enforcement. Fire and sheriff's departments are frequently at odds. It used to be that whoever was highest in the fire department took control until it was done, and the sheriff had no power.

## **Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

### **1. Based on the tactical resources you've heard described today, would there adequate capacity from either local Type 2 or Iowa State Patrol teams to respond if you had a WMD-level incident in your jurisdiction?**

- I think so, it comes to be more of a strategy incident more than a hurry up and get the job done, situation. It's more of a delayed response: think about what you need to do and how you're going to do it.
- Not to be facetious, but the ISP does not respond to anything for us. All of the interstate in our area—they say take care of it yourself. They don't have the staff. I don't see how they can do this without further undermining what they're supposed to do to help the locals. Rarely in Polk County or the collar counties around would ISP be called for anything like this.
- I agree about the ISP. After dinner time, if anything happens, you're in trouble.
- All I'm hearing about is SWAT. EMS and fire will be the first on the scene. They need to be included in this. In my opinion, that's a gaping hole, in my opinion. Here's an example: we had a fire call to an apartment building because of model rocket supplies. All kinds of things were exploding because of rocket propellant. The first question was about whether this person was looking to build something to take out an airliner in its overhead path. We started to look at the guy's background, but you've got fire and EMS there at the scene. There's no need for a SWAT team. It's an absolute must to get fire and EMS trained to know about this.
- So there will be a statewide team to manage all of these, will that governance be set up in the 28E?
- **Response:** *Yes.*
- Within your 2-3 hour range, yes. But without adequate funding for the ISP, you can't pull it off.

### **2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**

- If you've got the guy walking down the street shooting people, local law enforcement will take care of it.

- Funding-wise, you can't have one everywhere you want it, so you need some type of regional plan anyway.
- It's an eternity if you're waiting, but I don't see how it could be any better.

**3. This agreement necessitates that local Type 2 tactical units would have to travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

- What will be expected of them? What will they need? If you need them, then your local law enforcement will be the ones saying we need them. When they get there, everybody will play together.
- The only way I could see a head-butt thing, is when you're inviting 2 Type 2 teams together, or one to the other's jurisdiction.
- If locals need help, they'll welcome it.
- I've been in EM for 11 years, and I feel brand new because fortunately, Clarke County has not had a lot happen. Everyone does their job, and does it well. I've never been in any situation like this, and I don't see that I need to get called on every single thing. One EMC told me if they get people what they need and are done, they go home.
- I don't have any qualms, but the leadership in the visiting team needs to be very clear and deliberate, in their communication. It's better to be cooperative versus the strong arm of the law. Manners count. I would stress that in training.
- The people on the tactical team need a chance to meet with people they might be called to respond to beforehand. If you know even one person, it's easier to work together.

**4. With WMD-level call-out expenses treated as State resources, would you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

- It would obviously be a fine line on the terrorism issue.
- I think the locals will want to handle it locally if they can, but I can see where people can stay safe, not cost anything...
- Budgets are tight. Everyone is always looking for more funding.
- During the incident, they'll just try to get it taken care of. After the incident, it might go through people's minds.
- I think most communities have had bomb threats at the school and you always wonder if it's serious. As far as I know, we've never found anything. Generally they do a quick sweep through and try to open the location back up again. That school in Minnesota had all this

security in place, but if someone's determined to do something, they will do it.

- I don't think so because it's well-known that if it's found to be untrue... It's better to err on the side of caution and honesty, instead of ending up with egg on your face.
- It'll happen but you need to educate people. Having the Type 2 commander make the determination helps keep this from happening. That person is the best screen against fraud. For us, our EMC would also help with education.

## **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

### **1. Why would you or would you not require a statewide physical standard for the Type 2 officers?**

- There needs to be a standard, and I think everybody needs to be on a certain playing level. You need to have the expectation that people can work together and will be able to perform. When the stuff's hitting the fan, you don't want to be surprised.
- Will NIMS cover this? Is it fair to turn away the guy or woman who has a lot of knowledge, but can't fill the requirements physically?
- That's where the team comes in, where everyone has their strengths.
- We have levels of training in fire service, based on the activity you're supposed to do. If there's a level of identification of roles, then they don't all need to be able to meet the highest standards.
- I'm assuming they went through that a little bit, since they came up with a team of 10-12.
- Let it have its own metamorphosis. If it's working, leave it alone.
- There are still some that just really want their name on the team, so you have to set some standards; not the good old boy deal.
- Your SWAT team isn't usually into negotiations it's more on the action side.

### **2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

- Being a state response team, they'd need to know all of the potentials, even if the risks are low.
- Be aware of critical asset sites (even though they don't always make a lot of sense).

- To me, those select teams should have a right to know that list of assets.
- If they come across the state, do they need to know the entire state?  
**Response:** Probably not, but within your region.
- When we did an assessment, we identified the environmental groups and we have some people in the counties. I've heard people put Sierra Club on the list. Every county has a couple of those people that are concerning. We talked about that with those assessments—what people might have been involved in the past.
- Meth labs go back to the all-hazards approach.
- We're getting more regional with the meth. lab response too. Shifting away from the state teams.
- Relationship building. The EMS and fire need to know.

**3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

- I'm not prepared to do everything. There's not enough intelligence sharing to know every potentiality. Every county identified their critical assets for the state, but we weren't told what made it on the list for the whole state.
- They make you sign your life away to get a look at the thing. We'd tell you but then we'd have to kill you kind of thing...
- With hazmat, they might need some support. If you don't have enough training, you can't help—you have to be out of the hot zone.
- No matter how much training you have, you'll always have that unknown factor.
- Awareness level training is adequate.
- The biggest problem is that there were so many classes with different names, but with the same material. That was a frustrating part.
- You have companies trying to sell their products. Then you have the volunteers who can't keep up on this stuff.
- Go back to your EMC and look at the high-risk areas that have already been outlined. How can we do our own local best on that?
- We've spent a lot of time finding out what and where things are. One place has only one well—all it takes is to drop something in there and it's done.
- We work fire, EMS and police on our fuel tanks. It doesn't look like it, but there's a high level of security on those assets. Private industry has been very, very cooperative with us.

## **Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

**1. What are the strengths of the proposed call-out protocol?**

- I don't see a problem with it not working. What I like best about it is the local person making the decision rather than having to take it through the bureaucracy. If they set some decent criteria, let them call it out. USAR and the Civil Support Team will never go that way. The Boone County situation....
- Many times they're willing to go, but have to wait for the red tape.
- Granted the Boone thing didn't turn out to be anything, but it was a 9-hour incident that could have been 3-hours if they'd gotten the resources.
- It's a good way you've set up the person who makes the call and can make those initial decisions. You have to do some solid work with those persons so they feel comfortable and prepared to make those decisions.
- This would be well received by the supervisors, but I don't know about the sheriff. Sheriffs tend to be stuck with no or yes, or else won't make a decision.
- Right now there is no WMD problem, but the moment it turns to shit, it will be, "Whom do I call?"

**2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in the continuation of funding for this effort after federal funds expire?**

- It goes back to what they're trying to determine at the Legislature. Each community needs to define what its essential services are. The state needs to make the same determination. If this SWAT team is a state asset and they've made it an essential service, they need to pay for it.
- Clarke County had a hazmat truck wreck incident a few years ago and they had no hazmat coverage. They wanted to take a bunch of the money for the counties for a WMD hazmat response. We were not too excited about it, because we've already been paying for it. With Highway 34, the interstate and the railroad, we see it as an issue. If this is started as the state, then they need to keep it funded by the state.



- Everybody across the state should be taxed equally if they feel this is a priority. If locals feel they need a local team, then that locality should tax its citizens.
- Beyond how many local dollars? If you did it per capita, that's one thing. But that's not how things go.
- We just don't have the tax base.
- In reality, when you're looking at covering the state with a limited number of teams, it's better to keep it at the state level. They need to raise their fines to raise their revenue sources. That's for the policymakers to decide.

### **3. How should this new capacity be implemented so all jurisdictions are up to speed on it?**

- They should have been here.
- Have they discussed it enough in their own meetings that they felt they didn't need to come to another meeting? Do they feel they have the knowledge already?
- You're having this one today. Basically, you're targeting all of south central Iowa. I like to get stuff emailed because I can forward it easily, but I don't check it every day if I'm out of the office. I came because I looked at it as needing to help my folks be more aware. I emailed this to everyone I had an email address for, and mailed the rest. It doesn't make a difference who puts on the meeting. I don't mean to sound negative, but everybody in rural areas—they all have jobs. They're lucky if they can get off work to go to a fire. Police and sheriffs on the other hand, I have no idea what they're doing. Some look at the drive time and say it's not worth it for a one or two hour meeting.
- It's key to get it out through the associations or go to their meetings. You have a captive audience.
- I don't know how information flows in the law enforcement community. maybe they know all about this.
- You're gathering all of this data. Somebody will want to know what happened, what will this mean when you talk to them if you have low turnout?
- There's got to be a way to consolidate all of these into an eight hour day.
- It's been too long since 9/11, and amnesia has set in.
- ILEA won't help with sheriffs because so many are waiting to get out.
- The chiefs go to conferences some, depending on the costs.
- The only way is to tie it to their budgets.
- You can work with NIMS compliance, but you might want to go back to the PR side of these regional teams.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- Earlier we discussed the response time. If we'll be out of money in a few years, I guess we'll be happy with any response time that we can get.
- I'll believe the ISP response when I see it. Not to denigrate them, but they just can't do it.
- You don't usually see ISP guys in Osceola unless the ones that come here are coming home. Years back, there were probably 4 patrolmen living here. Now you have one or two, here or there, in even the bigger town.

**TOTF Stakeholders and Policymakers  
April 22, 2005- 7:30am and 9:30am  
Anamosa – Laurence Community Center**

**Participants**

David Cavey, Mayor  
Rob Deegan, Jackson County EMC  
Mark Denniston, Jones County SO  
Brenda Leonard, Jones County EMC  
Jean McPherson, City Clerk  
Tim Miller, City Council of Wyoming  
Robyn Reese, Linn County EMA  
Todd Voter, US Attorney's Office, Northern District  
Susan Staskal, Mayor  
Mark Thomas, Jones County SO

**Staff**

Arlinda McKeen  
Rachel Scott

**1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**

- [No tactical units, except for Cedar Rapids.]
- We have 28Es with Hazmat, Marion, and some others. We've used the CRPD bomb team and have called the ISP numerous times.
- IMAC signatories: Linn County, Cedar Rapids, Jackson County. Not yet in Jones County.

**2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today?  
What is the most likely type of event to trigger such a call-out?**

- How do you determine if it's a weapon of mass destruction? If it's a WMD, by the time you get to a telephone, you won't be there anymore.
- How closely do we work with neighboring cities in MO and IL?
- **Response:** More in the urban areas: Quad Cities and Omaha/Council Bluffs.
- We're talking about WMD on the ground. Are there planes ready to respond in case of an air threat?  
**Response:** That would come from the federal level.
- Actually, the National Guard has planes and helicopters funded by drug money; they have the capability to do 72-hour loss-of-life type missions. They have pilots on-call. You could have somebody down here in 3 hours.

- Why don't we just have the National Guard do this so you don't have to deal with red tape up the yin-yang? It doesn't make sense because we have National Guard guys here.
- They [National Guard] are not trained for law enforcement, and they are funded with drug enforcement money. This would typically be a disgruntled person on their property with lots of weapons.
- This is two years of federal funding, and they expect it to be funded locally for two more years?

**Response:** Yes.

- What is the anticipated date that these teams would be ready for deployment?

**Response:** When 28E agreements are signed and as long as it takes to get the training and equipment. Before then, you'd probably need the feds to come in earlier.

- I would guess DMPD and CRPD would be very close to a level 2 now.
- You may not know this, and probably don't want to know, but how will the equipment be purchased? Will it be the same as how we order our local equipment? Words cannot express our frustration with how long this is taking.
- Will this come out of money that Jones County gets?
- Yes. This is coming off the top of 80% of the locals. They didn't ask permission, they just did it. That's why this is a political hot button. This money doesn't come to the state—it's for the locals. Emergency Management is just the funnel it comes through.
- The specialized team was a decision made by Dave Miller and General Dardis, and was not supported by the first responders because there wasn't a plan for sustainability. After two years, these teams could walk away with all this equipment that was bought with local funds and stop responding.
- Do they have an expectation that the federal government will keep funding this, but at a lower level?

**Response:** It's already being cut.

- The probability is that the urban areas will get blown up first, but we could, too. This is nothing different.
- Aren't we very low on the scale for probability to be attacked? Why do they need to spend all this money in Iowa for something that will never happen?
- Critical assets.
- What I'd like to say to Mr. Miller is, "why don't we get things running better before we go on to something like this?"
- We can't even get radios for our locals. They have to fundraise, and they're all locals. Now more money is being taken away from them to fund this thing that we'll never need.

- I consider a meth. lab in a neighbor's yard to be a WMD. Can this equipment be used to respond to that?
- The chance of going to a fire from a meth. lab is much greater than this.
- It's the response time when you're losing the local departments to respond in the first place. How do you get volunteers trained when they have to miss work to get the training?
- Will this go on even if all of your meetings are negative?
- I don't know if this is a done deal because the Governor and the legislators are involved. WMD and NIMS is mandatory, tied directly to federal funds in the future.
- Is this part of the state requirements for the mandatory fire fighting training?
- NIMS will be that way, but right now our region is setting up a program that will let us have enough training so we can make sure we're all compliant. It's nothing totally new; it's putting together things we've already been doing.
- So this is pretty much going to dry up the local funding we get?  
**Response:** Ellen Gordon made these decisions prior to her leaving. The rationale was that there is local pressure coming up and federal pressure coming down. The five specialty areas were determined, and these structures were put into place.
- Veterinary Rapid Response and HAZMAT got very little. The million dollar projects were the SWAT, bomb, and USAR.
- That was all that the state veterinarian asked for because he didn't know how to spend it.

### **3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- How does that Type 2 Commander get there? When you make the initial call, do they just send the Commander or the whole team?  
**Response:** That would be up to them based on the information you provide. In most circumstances, when you are on-scene and you have incident command, isn't there already an incident? We may not know if it's a credible threat. For many incidents, you might not know for days whether it's terrorism or not. It's up to the incident commander to decide whether they need the extra assistance or not.
- My worry is not about the Type 2 teams, but the feds. We had a mailbox incident that was going fine. Then when the feds came in, it turned to crap.

### **Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local

teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there adequate capacity from either local Type 2 or Iowa State Patrol teams to respond if you had a WMD-level incident in your jurisdiction?**

- Yes.

**2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why**

**3. This agreement necessitates that local type 2 tactical units would have to travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

- Are the towns going to have to a 28E agreement with the state? The state says the town will have to help pay if we sign up with them.
- I was confused on this paper because of how it was sent to me. I finally figured out this was just between those four SWAT communities and the state. We don't have to pay or sign this.
- My concern is that we've always been told when this money dries up, that's it. This is the first I've heard about them having to continue on for 2 more years.
- Does the legal liability cover just the Type 2 team, or every affected fireman? We're going to end up calling everybody out.

**Response:** Yes, it covers all affected personnel.

That's a positive.

- The type 2, non-WMD response would not fall under IMAC; it would need to be a 28E.
- I don't foresee a turf issue here because we've worked with everybody before. However, not everyone else has. You need an annual meeting or conference where you get to meet all of these people—even in a hospitality type situation. You learn twice as much in a hospitality room than you do in class- even if this was by region.

**4. With WMD-level call-out expenses treated as State resources, would you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

## **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

**1. Would you require a statewide physical standard for the Type 2 officers?**

- So if there are no standards, this is basically the same thing.
- There's a minimum standard for people to be in law enforcement in the first place. As a sheriff, I have people who I would put on a tac team and those I wouldn't.
- They need a master list of equipment they will each need. *That will be developed.* What if some teams already have better equipment than others? They have \$2 million, it doesn't sound like that will even be enough to equip and train these teams.

**2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

**3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

- Identification would be the main one. Agricultural containment if a virus is let loose here— how to set up those perimeters, what to look for.
- How to access these resources. Expand it further, how to access EOD, USAR, the aircraft that Todd talked about. We didn't know about that until a few weeks ago.
- I take it there will be a basic Level 3 certification that needs to happen.  
**Response:** No.
- I think a lot of the departments have had the awareness training.

**Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

**1. What are the strengths of the proposed call-out protocol?**

- If the shit hits the fan, this will work. I can't say we've been neglected here. When we had the mailbox situation, I needed the help. The

conflicts we had when the feds came in were more about personality conflicts between the state and the feds, and we got caught in the middle. If this works the way it's set up to, I don't see any problem.

**2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in the continuation of funding for this effort after federal funds expire?**

- That will be a good question.
- Why don't they just go with the Highway Patrol? They are already out there doing it. We had an incident, and within a very short time they had 24 patrol cars here, and they took care of it.
- I could see if we were being stuck with this situation. We should put some money in, but we just don't have the money.
- Towns just don't have any money. We have a county that doesn't pay into the Hazmat, and they're on the interstate. They also don't participate in emergency management.

**3. How should this new capacity be implemented so all jurisdictions are up to speed on it?**

- I'm here to represent a City Council. What I would like is some kind of written form of what we've discussed here so I can hand it out and say, "here's the deal."
- You need to train down at the local level because a lot of people don't go to the conferences. Let these heads dissipate it out to the people who need to know.
- I listen to emergency management, and a lot of this is being funneled through that. They are excellent in getting us the information.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- You said the decision was already made, so why do they care what anybody else says?
  - Of the other 49 states, are there others that have units like this up and running? How have they done it?
  - What's happening with the VRR? I'm more worried about that. These SWAT guys won't have any vet training?
- Response:** No.
- There's so much discrepancy with VRR. The DNR and Department of Agriculture are not even on the same page.



**TOTF Stakeholders**  
**April 26, 2005 – 9:30 am**  
**Sioux City – Regional Training Center**

**Participants**

Stuart Dekkenga, Le Mars Police Department  
Dennis Folkema, Le Mars Police Department  
Gary Junge, Plymouth County Emergency Management Coordinator  
Mark Kirkpatrick, Sioux City  
Greg Logan, Deputy Sheriff, Woodbury County  
Marty Rielly, Sioux City

**Staff**

Brooke Findley  
Arlinda McKeen

- 1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**
  - Yes, Woodbury County has had a tactical unit since about 1985.
  - Yes, a 13 member tactical unit since 1983.
  - Yes, Le Mars has had a tactical unit for about 5 years.
- 2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today? What is the most likely type of event to trigger such a call-out?**
- 3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**
  - The first person on the scene.
  - Depends on what type of an incident it is, who takes over. The teams should work together.
  - Elected officials have their place, but it is usually not in incident command.
  - The ideal system would be integrated emergency management: Policy coordination operations have 3 components. The policymaker's team is made up of any elected officials. The coordination teams work when policy comes down, gets resources, and makes the system work. The operations people are at the street level, and they request resources.
  - Often times, the mayor and sheriff come in and try to take over, but they do not have the training to be effective. Policymakers can't do their job at the scene. They need to be off-site making decisions. Policymakers need to worry about finances; how we are going to pay, and keep records to get money back from the state or federal level?

- Fire and EMS are generally willing to use a unified command system; police are not.

### **Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

- 1. Based on the tactical resources you've heard described today, would there adequate capacity from either local Type 2 or Iowa State Patrol teams to respond if you had a WMD-level incident in your jurisdiction?**
  - Not as it presently is, you still need trained people available to move in and take over, especially if it last more than a day or two.
  - A statewide effort could provide an adequate level of initial response, but over time it will require that every team in the state provide relief and support for a sustained operation. Every team in the state is going to have to coordinate and plan on an operation lasting a couple of days, not a couple of hours.
- 2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**
- 3. This agreement necessitates that local Type 2 tactical units would have to travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**
- 4. With WMD-level call-out expenses treated as State resources, would you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

### **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

- 4. Why would you or would you not require a statewide physical standard for the Type 2 officers?**
  - It would be good to have more standards.

**5. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

- We will now be required to take another federal course that NIMS requires. We have already taken those classes.
- It would be nice if the training could be given around Iowa at regional locations, it would be easier to reach those guidelines.
- In law enforcement, people are never trained as well as they should be. Law enforcement personnel are expected to be local experts: that is unrealistic.

**6. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

- It is pretty tough to say without seeing the curriculum that is being offered.
- In the state of Iowa we have a great system of education; it just takes a long time to get it to the local level from the state level. Most forces can't afford to send people to Des Moines to get trained.
- EMS and Fire and Law Enforcement are all separated. If you could get one class that is just basic awareness, it would be easier and more beneficial and cost effective.
- It is in place now; if someone in an authority position could agree to let this multi-interest class to happen.
- They should seek some federal training. Weapons of Mass Destruction classes are offered by the federal government. That class was a full week, and went in depth on a lot more than an awareness level. Every department should send at least one person to a class like that. The federal government will pay for that type of a class.
- All this funding started after 2001; we have money being thrown at something that we haven't seen yet. We don't know what the preparedness level should be. In Iowa, we don't have the threats that other places do. We have no idea what the training level should look like.
- Before facilitation, it was really unorganized, and they were not getting anywhere. This is the most haphazardly brought together group. What seems to be driving this is that we have money that needs to be spent. We have become a whore to grants, being run by money. We should let this money pass us by if it is not in our best interest.
- Managing the public is a police issue, not a tactical issue.

- If the threat hasn't been detonated it requires a bomb squad, if it goes off, it will require a clean-up team. This is not what tactical teams normally do, you are asking us to do stuff that we are not supposed to do. This agreement does not really sound like it should involve a tactical team.
- Scene control and public information officers training is all covered in basic incident command courses, existing training already has that.
- The first responder guidelines have been around for years, and it has not changed that much. If there is an accident or a Weapon of Mass Destruction, it still has to be handled in the same way.

### **Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

- 1. What are the strengths of the proposed call-out protocol?**
- 2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in continuing funding for this effort after federal funds expire?**
- 3. How should this new capacity be implemented so all jurisdictions are up to speed on it?**
  - You need to start at the state level.
  - There should be a conclave of executive level officers advising local authorities about what is going on.
  - You have all the players: vet, public health, emergency management, and distribution. We need to set up incident command, and make some critical decisions. We are here because we have some expertise and we want to help.
  - We have developed intelligence, and what that means. If the threat is located here, this is what you need to do: notify and activate the nearest level 2 team, the state patrol, scientists that work in this particular area, plan on staging an evacuation, and have contingency plans for a variety of possible situations that may arise.
  - There are not as many problems between different areas of law enforcement with ownership, now it is more unity.

- There is no reason to reinvent the wheel. Others have specialists that can assist to make emergency response better. Training is important, and we must know how to work together.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- If something like this does happen, will we be able to recognize it? Who would you call? Is there a line of communication?
- I sure hope that the state is funneling equal or more money into identification and intelligence as they are in the response. Why are they saying that nothing is happening on the intelligence end, but they will pump money into response?
- We will not know if it is a terrorist act, so we won't know who to call.
- Part of the tactical component is identifying the threat before the threat has been carried out. That is part of the planning process; look at tactical more as the intervention than response.
- This plan does not include intelligence. Intelligence could be involved locally.
- How does this plan differ from anything else?
- We need to add training on nerve gas, and it would be important to be trained on that. Are we going to call the federal team in and wait, or do we go ahead and intervene prior to the event and diffuse the situation? If there is not enough time, we need to have the capability to go ahead and make our own decisions.
- After training on nerve gas, I do have the confidence to handle it now. If it were me, I would put the bulk of this money into training. It would then become no different than an armed takedown, something I am very comfortable with, whether it is nerve gas, or a handgun.
- It would be ideal to identify and have a regional response team of 50 people who have trained together as a team, and would have a chance to be effective.
- This is where the planning process has gotten off base. The most important thing we can do is respond, and do so in an organized way. A SWAT team coming in will add to the public unease.
- We need to be thinking on a regional scale. If a terrorist event does happen, it will be a regional issue.

**5. Questions and Comments after the Presentation...**

- What are other states doing? How are they reacting to the federal guidelines? Thankfully, Iowa usually takes a good lead when programs are set up. Many states pattern their programs after Iowa's, and it will probably happen again with this program.

- In big cities, they don't understand that Iowa is just now buying basic equipment that they should already have, but big cities waste money on high tech equipment.

You need people to cover all incidents even after response is over. It is necessary to spread out and have backup from others.

**TOTF Stakeholders  
April 26, 2005 – 2:00 pm  
Storm Lake – Police Department**

**Participants**

Jeff Cayler, Carroll Police Department  
Bob Christiansen, Buena Vista County Emergency Management  
Scott Devereaux, Pocahontas Co. Sheriff's Dept.  
Todd Erskine, Storm Lake Police  
Al Hendrickson, Pocahontas Police Department  
Tim McKiernan, Pocahontas County Emergency Management  
Ken Pingrey, Carroll County Sheriff's Dept.  
Mark Prosser, Storm Lake Public Safety  
Doug Simons, Buena Vista County Sheriff's Office

At 4:00 meeting for Policymakers: Herb Crampton

**Staff**

Brooke Findley  
Arlinda McKeen

- 1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**
  - Storm Lake has had a tactical unit for 14 years. It has 9 officers and 1 medic.
  - The Carroll Police Department has no tactical team, in the case that it would need one, it calls on Storm Lake and the Iowa State Patrol.
  - The Storm Lake Sheriff's office also has a tactical team that has been in place for 14 years.
  - The Pocahontas County Sheriff's Office and member towns share a tactical team that has been in place for 17 years.
- 2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today? What is the most likely type of event to trigger such a call-out?**
- 3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

**Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out,

the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there be an adequate capacity, from either local Type 2 or Iowa State Patrol teams, to respond if you had a WMD-level incident in your jurisdiction?**

- You might have adequate capacity and response from the Sioux City team. The troopers would not get here in under 6 hours.
- We don't feel that it is enough. If we have a serious incident, then there is not an appropriate way to wait for a level 2 team.
- You did explain that this is more about who to call than a matter of being expected to wait for the tactical team.
- I think it is ridiculous for a Type 2 commander to have to go to a scene when there is local staff that has more experience than a trooper.
- We have run into a lot of problems with the state troopers overruling each other, whether they are on scene or not.
- Calling in a tactical officer means that time is of the essence, we don't have time to wait.
- Local people are going to know who the perpetrators are, and will be able to act faster.
- We started forming these local teams because of the inability of the state patrol to be timely, this will not help us.
- If it is just a waiting game anyway, why don't we just have one statewide team in Des Moines? It will take just as long for a Type 2 team to come in.
- If there is a legitimate terrorist attack, it will not be in just one place, you will need multiple teams.
- If a terrorist event is taking place, like if someone is walking around shooting people, you are going to handle it to the best of your ability, not wait for a level 2 commander to declare it a terrorist situation.

**2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**

- It needs to be quick, the term "tactical" means something is in progress; it wouldn't work if we have to wait.
- One thing is that the goal of 2-3 hours is pretty lofty. It is just a goal and that is saying that they will try, but might not make it. If the state patrol can't make it, they should call another Type 2 team that can get there sooner.
- Since it is my decision, I will call the most appropriate team that has the ability to arrive the quickest.



- I think it is a realistic goal that it would take that long for someone to come from Des Moines, a team coming from anywhere else would not take that long.
- At the meetings I went to, time was not of the essence. I didn't understand that.
- I thought that it was crazy that people think that the local police will be managing the scene until the Type 2 team arrives, is good enough.
- I know that some law enforcement districts have been known to make poor decisions, and then the team will need to go look at the situation. If there is a history of a law enforcement group that makes good decisions, maybe the tactical commander would feel comfortable making a decision en route with a description. That will be up to the tactical commander, and it may very well happen, which will ease some response time issues.

**3. This agreement necessitates that local Type 2 tactical units would have to travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

**4. With WMD-level call-out expenses treated as State resources, do you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

### **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

**1. Would you require a statewide physical standard for the Type 2 officers?**

- A lot of guys that have worked for 20 years in law enforcement have not run a mile on the job.
- I was at the meetings, and there was not anyone sitting at the table that could have passed the physical standards that the state patrol asked for.

**2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

**3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

- We need information about the tools that the level 2's have for equipment, if it is specialty equipment, what it looks like and what it does.
- Cross training between level 2 and level 3 teams.
- Having all of us know that it exists and how to tap into it, and what to get from it.
- It should be a seamless way of working together, so when the level 2 team shows up, we all work together, and most effectively.
- The basic courses are not a substitute for what we are suggesting, we need to have both basic and cross training.
- There is no way to mandate officers receiving training. You can just offer it and hope that people show up. The chiefs and sheriffs have to demand that their guys take these courses, otherwise it won't happen.
- There is a lot more training that you can give to a level 3 team, so we would like to get some money to get physicals and stuff to have them be available.
- Until we get physicals, there is some training we can't receive and equipment that we can't use.
- In some cases, this is not supplanting. This is a definite barrier to Pocahontas County officers, and we deserve to have the right to get this training.
- I would like to see these officers getting this training so they don't get killed.

**Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call-out of WMD-level tactical response.

- 1. What are the strengths of the proposed call-out protocol?**
- 2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in continuing funding for this effort after federal funds expire?**

### **3. How should this new capacity be implemented so all jurisdictions are up to speed on it?**

- We want it to be the same throughout the state. The state needs to write us the content that they want added to the terrorist annex. The program is the same throughout Iowa except for the exceptions. We need to keep that state format together.
- Create 6 teams for the 6 regions that are equidistant, and have one set up in each and fund each one accordingly. They can cross train with other level 3 teams.
- I wouldn't be solely focused on the Iowa state patrol, it is going to be a burden to train local law enforcement, but it doesn't happen that often so they will be available for call-outs.
- The state doesn't have a choice; they received automatic funding. Any area that had a tactical team was offered a level 2 spot. It just wasn't the best option for all of us. With the awareness that the lean regions already existed, this is what came from the washout. There were a lot of swat teams that said that they were not able or willing to do that.

### **4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- The storm lake team could probably be a type 2 team but chooses not to be, it seems silly to have to make us call someone else.
- Local emergency management may not get an automatic call, especially if the call comes through the back door. We will deal with it on a county by county basis. A crime in progress is different from a natural disaster, and local emergency management might not be notified.
- If there is an executive in the area, and extra support would be needed, would this type of team be called in to provide support?
- The suits that they consider to be specialized equipment, are they HazMat?
- Once the grant funds are gone, what happens if something breaks? Especially if a piece of equipment gets destroyed while handling an issue that was not WMD or terrorist related?

**Response:** For EOD, you can use it for whatever, but if it breaks on a non- terrorist or WMD, the local group will have to pay for it. If it is broken on a terrorist/WMD, the state will pay for it.

- I would be upset if a piece of machinery broke down and the team that owned it expected a new one out of state funds because they were using it for regular tactical entry. This takes money away from my home county?
- The committee that makes the final decision is not the first responder advisory committee. It will be the chiefs and sheriffs group.

- I am a little suspicious, it seems like everything and all of the money goes to Des Moines.
- How many Type 2 call-outs have been made in the last couple of years?

**TOTF Stakeholders  
April 27, 2005 – 9:30 am  
Oskaloosa – Maple Ridge Assisted Living**

**Participants**

Frank Glandon, Oskaloosa Fire Department  
Rick Jones, Ottumwa Police Department  
RD Keep, Mahaska County Emergency Management  
Mike McDonough, Ottumwa Police Department  
Jake McGee, Oskaloosa Police Department  
Jamey Robinson, County Ambulance Service  
Gene Rouse, Eddyville volunteer Fire Department  
Ray Stone, Marion County Emergency Management  
Willie Van Weelden, Mahaska County Supervisor  
Tom Wardlow, Newton Police Department

**Staff**

Brooke Findley  
Arlinda McKeen

- 1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**
  - Mahaska County has a Type 3 tactical unit.
  
- 2. In your opinion, how likely is it your jurisdiction might need to call- out a WMD-level tactical team as we've described today? What is the most likely type of event to trigger such a call-out?**
  - Nothing ever happens in Iowa, what are the chances that we will have to use this?
  - We don't need our own team. We haven't had any major things happen for Hazmat, other than a few white powder incidents. You could spread out the service around Iowa and that would be fine.
  - Everyone learns about emergency management from TV now, people are just paranoid. Nothing is going to happen here that requires this capability.
  - According to FBI protocol, it doesn't take much to make a WMD. Homeland security is unsure of what a WMD really is, they said there were none in Afghanistan and Iraq.
  - There is a higher chance of a severe windstorm causing millions of dollars in damage than someone blowing up the courthouse. We have to find that happy medium. We need to be working in an "all hazards arena."

**3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- The Emergency Management Coordinator.
- The Type 2 commander.

**Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there be adequate capacity, from either local Type 2 or Iowa State Patrol teams, to respond if you had a WMD-level incident in your jurisdiction?**

- Yes, they could do it, and they would do a good job.
- The biggest issue is how fast they can get here.

**2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**

- In classes that we take regarding setting up disaster drills, cops are blue canaries. The enhancement of our Type 3 teams is needed. Two to three hours of response time is not good enough.
- I can't imagine an incident where it would be practical for Type 2 commanders to come and deem the incident a WMD threat, and then wait for the team to arrive.
- It depends on the situation, whether 2-3 hours is acceptable.
- Most of the scenarios that come through my mind, I want emergency management involved, and that would activate Type 2 level response.
- Other people have lives of their own, how many will really be able to come if called?
- The tactical teams may have to operate for more than one operational period. Then they will have to draw manpower from one of the other teams. We can only provide a basic level of support.

**3. This agreement necessitates that local Type 2 tactical units travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

- What are the things that we need to have to be effective in the first 8 hours of that operational period until people with specialized equipment and training show up?

- I have feel that fire doesn't fit in to this. I agree with awareness, but we need to have someone to call. We don't have equipment to respond to this kind of stuff at any level.

**4. With WMD-level call-out expenses treated as State resources, do you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

- Where do the Emergency Management coordinators fit in to this type 2 call-out? I think that if you are going to use state resources, you should involve the emergency management coordinator.

## **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

- 1. Would you or would you not require a statewide physical standard for the Type 2 officers?**
- 2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**
  - Homeland security has set aside money at Iowa Central Community College that will help train for terrorism. Some of the material that they teach would come in handy for the type 2s.
- 3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**
  - The training that we have taken has not been very good at all, anything would be better than what we have gotten.
  - We have heard that both the content and instructors were not good.
  - It takes time to iron out this new stuff; I don't know yet what the type 2's will need to have knowledge of.
  - We don't need to have the training that the Type 2 teams need, but we need to know enough so that we do not become blue canaries.
  - I am sure there have been a lot of assessments on departmental issues. NIMS training is mostly structural, not equipment training. I don't think that there is any benefit for most first responders to be anything more than awareness trained.

## **Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

### **1. What are the strengths of the proposed call-out protocol?**

- A lot of this is a moot point, it has all been decided. A lot of us were opposed to this proposal. The first responders advisory committee did not get to connect with the task force the way that they wanted to.
- The emergency management coordinator should be put in the loop; they need to know what is going on.

### **2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in the continuation of funding for this effort after federal funds expire?**

- I think it is time for local people to shy away from the government trough. The Federal government and the money that they are offering will be gone in two years, why take it at all?
- We deserve the money this district pays in taxes.
- If we say no, we don't want it; we will not be meeting our needs. Maybe the federal government would treat us better and give us better options if we do things their way.
- We are having a hard enough time keeping regular systems going, I had to cut so much from our budgets.
- This year we had to cut DARE programs and SRO. We are just trying to maintain basic services, and we can't do it. There are no funds to keep this project going after the money is gone.
- There is no room for us to spend our local budgets on WMD threats.
- Locally, my council is not worried about terrorism, they are worried about keeping police on the streets.
- The only grant I have left is my drug task force, and it will probably go away too.
- The frustration law enforcement has is that our funding streams have been cut. The money that has been going to basic law enforcement now all goes to homeland security. The money that is left for law enforcement is directed towards WMD.
- If I don't jump through hoops, I don't get any money. This is not a great system.



### **3. How should this new capacity be implemented so that all jurisdictions are up to speed on it?**

- First, we should first all get together and deal with the issues that we have regarding the current training structure before this new system is implemented.
- With training, there are all kinds of funds, what equipment do you choose to train them on?
- There is so much waste. Homeland security spends money on unneeded equipment that sits on a shelf and collects dust.
- Anything that has an expiration date is a waste, we should be smart about the way we spend money, and should buy things with longer shelf lives.
- We have tried to standardize, and train people on equipment. There is not enough time to train all of the people on all of the specific equipment that homeland security to spend money on.
- EMC's don't know what to do; they are no help with implementation.
- People from Des Moines are doing the bidding, and they don't know what they are buying. We are receiving equipment that is not compatible with the current equipment that we do have.
- As long as the state pulls off their 17% for administration, that is all that they care about.
- I am on the FRAC and we have homeland security attend our local meetings. That helps us get the word out. Our e-mail listserv helps.
- Go the state associations where you have a large gathering of fire chiefs, police chiefs and EMCs. ISAC, Iowa league of cities, the state EMS association are all good choices.
- Many associations have quarterly magazines and newsletters.
- Regarding a face to face approach, there is no need to come out to another meeting, we should just read about it.
- For fire meetings, evening sessions would be best, considering all of the volunteers.

### **4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- It should be regionalized, like our HazMat team is.
- DHS reorganized a few years ago: it wasn't good. We went from 26 clusters to 8. The people in different areas have very different social issues. Have we really saved any money, because you are putting middle management in the system? It is the same for counties.
- The money should go to the type 3 teams as well. The money that emergency management used to get to pass onto law enforcement now gets sent out in a regional way.

- The 2005 regionalization money was handled very poorly. There were regions that didn't do anything regionally. Region 5 did a good job, but some of the others just divided it up and away they went.
- The local 911 board spends half of their budget on cell phones. We keep having to update, with no money coming in to help pay for these updates.

**TOTF Stakeholders  
April 28, 2005 – 2:00 pm  
Charles City – City Hall**

**Participants**

Chuck Bengtson, Chief of Nora Springs Police Department  
Jerry Bergdale, Mason City Fire Department  
Doug Book, Forrest City Police Department  
Dennis Borrill, Wright County Emergency Management  
Dave Engelhardt, DPS, Narcotics Division  
Linn Larson, Belmond Police Department  
Bob Platts, Mason City Fire Department

**Staff**

Jennifer Furler  
Rachel Scott

**1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**

- Most jurisdictions in this part of the state are signed on to the IMAC.
- Forest City is not an IMAC signatory.
- The North Central Tactical Team is the only team of its kind in this part of the state.

**2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today?  
What is the most likely type of event to trigger such a call-out?**

- The most likely event might occur by the anti-government type of individual.
- Home grown nutballs, and meth. incidents. Acids and explosive devices are a risk with meth related incidents.
- Ethanol and ammonia incidents.
- Chemical incidents are a concern.
- Chemical plants are a vulnerable target to terrorist events. They are an easy target, and their harm would negatively affect a lot of people. Iowa does not have a lot of critical assets, but as hard targets become more protected other areas will become more vulnerable.
- Also, it is possible that explosive devices might be created here. An example was the Oklahoma City bombing. The device was created in the Midwest, and driven on interstates and highways to the target.
- The joint terrorism task force, and the fusion center track intelligence relating to terrorist events.

- The intelligence needs to be communicated with local officers, as well as creating an awareness to notice the small pieces that might help put the larger picture together.
- The SLATS program for EMS and Fire, focuses on getting information to the officer at the street level. This was a public health volunteerism conference in Mason City last week.

**3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- The local jurisdiction incident commander, law enforcement or fire.
- Our tactical team tries to be a resource for the chiefs and sheriffs. The tactical team commander would handle a large component of the incident during the operation.
- We work side by side during the incident, but the local is really in charge.
- For HazMat, we will not operate if a local command structure is not in place.
- Fire service is far ahead of other areas with experience in incident command, but law enforcement is improving.
- In Sioux City several years ago, during the Terra chemical explosion, there was conflict over who was in charge.
- Sometimes our operations occur in areas where the locals that are in charge just want the incident taken care of and want to hand it over to the team that is visiting. That is not the way it works.

**Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there adequate capacity from either local Type 2 or Iowa State Patrol teams to respond if you had a WMD-level incident in your jurisdiction?**

- Southwest Iowa looks like it would be difficult to get a quick response time. That area has the same problem for HazMat response times.
- With the type 2 teams and the ISP, everyone works to get to the scene. Part of the team could be there to begin planning, but may not be ready immediately for the response.
- I like that the state and local jurisdictions work together to respond.

- 2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**
  - The first team should be there within 2-3 hours with another team closely behind if it is determined that more help is needed. The equipment used by teams creates fatigue and overheating, so one team would not be able to handle a chemical or biological incident alone.
  - The chemical and biological incidents take more time to clean up.
- 3. This agreement necessitates that local Type 2 tactical units would have to travel out of their home jurisdictions, if called to respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**
  - Housing and food would be needed.
  - The county emergency management coordinator takes care of this planning.
  - The SWAT 28E will allow for coverage of these costs.
- 4. With WMD-level call-out expenses treated as State resources, would you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**
  - They can use the state patrol teams now for routine incidents, so I don't think that cost shifting will be a problem.
  - Using meth labs as an example, liability would begin after the responders arrive. If anything was done prior to the responder's arrival on scene that should not be covered.
  - If something is unclear, make a call and let the higher ups make the call to determine what type of incident it will be classified under.
  - I agree, the experts should be contacted to help determine if additional assistance is needed.
  - The state patrol can get on scene to make a determination. I see that incidents would be diminished or underestimated by locals.
  - Protocols for good response are available and should be used at all times.

### **Type 2 Requirements**

Physical, training, and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

- 1. Would you require a statewide physical standard for the Type 2 officers?**

- Some physical standards are needed, but I am not sure what those should be. They should be job related rather than purely physical assessments. Performing while wearing the suits is difficult, so they need to be in good enough shape to handle it.
- OSHA standards determine some of these standards, rather than pushups, sit ups, or other physical requirements.
- Physical standards are different than physical fitness standards, this gets into a sticky area, including union issues.
- Our tactical team does not require physical standards, but does require background and selection requirement. We try to get the right individual that can be trained and molded into the best officer that they can be.
- Reaction to stress and pressure are also important determinants of a good candidate for a tactical officer.

**2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

- Our team took an ODP course that focused on dealing with chemical, biological and radiological events. This training should be a minimum for the type 2 teams that are participating in this response capacity.
- More response to active shooter incidents and suicide bombers.
- WMD event training is needed, the meth lab training that law enforcement has deemed adequate would also be a good training subject.
- Agro terrorism would bring the Iowa economy down fast.
- The state has begun addressing agro terrorism, it hasn't gotten the interest that it should.

**3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

**Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

**1. What are the strengths of the proposed call-out protocol?**

- I am glad that this is a state and local effort. The intention of the FRAC was to utilize local resources.

- The proposal is good. Some coordination of disciplines is needed with HazMat, emergency management, etc. Interaction and communication is important.
- Regarding the type 2 and 3 team discussion that was controversial early on in these SWAT discussions, there is so much work to be done, no one will be left out.
- Training is important, but it is difficult since it cannot all go on at one time. Multiple opportunities for training are needed. Small jurisdictions have a difficult time when these training sessions become mandatory.
- Not every jurisdiction can be brought to the terrorism/WMD response level, that why this proposal is good.
- This plan allows for safeguards regarding the design of the call-out protocol.

**2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since it is a given that each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in the continuation of funding for this effort after federal funds expire?**

- There is not enough money available now, so I am sure they would tell you that funds are not available for future funding.
- Very few agencies can afford to create a tactical team. The state should fund this if they believe it is important. We will not send an officer out of our jurisdiction and foot the bill.
- For HazMat, we are doing a sustainability study. If there is not financial support for the state to sustain the program, the effort will not continue.
- I blame Congress for the way money was distributed to states and locals. This money has been misused and now we will never get it back.
- The chief and sheriffs have told HLSEM that they would not continue to fund this, that it will be the state's responsibility.
- Until another terrorist event occurs, it will be difficult to get funding.
- Who signs the 28E? The type 2 teams' jurisdictions sign the 28E with the state, but there is still some question of details. The 28E is modeled after the USAR 28E agreement.

**3. How should this new capacity implemented so all jurisdictions are up to speed on it?**

- By state radio.

- Emergency management coordinators.
- Associations.
- Quarterly chiefs and sheriffs meetings in this part of the state for the North Central Tactical Team members.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**



**TOTF Policymakers**  
**April 29, 2005 – 7:30 am**  
**Ames – Fire Service Training Bureau**

**Participants**

Ron Fehr, Boone County Sheriff's Office  
Ed Knight, Boone Fire Department  
Dave Morlon, Boone Emergency Management  
Kevin Plagman, 71<sup>st</sup> CST  
Jim Robinson, Ames Fire Department  
William Skare, Boone Police Department  
Rock Templeton, Marshalltown Police Department  
Brent Trout, Boone City Administrator  
Phillip Vorlander, City of Des Moines Fire Department

**Staff**

Jennifer Furler  
Rachel Scott

**1. Does your jurisdiction have a tactical unit, and has your jurisdiction signed the IMAC?**

- The city of Boone has a tactical team that responds on an as-needed basis. Boone has not signed on to the IMAC, but plans to do so.
- Ames has a tactical unit.
- Neither the city nor county of Boone has signed the IMAC.
- The city of Des Moines has a team and has signed the IMAC.

**2. In your opinion, how likely is it your jurisdiction might need to call out a WMD-level tactical team as we've described today?**

**What is the most likely type of event to trigger such a call-out?**

- In our area, it would probably be an incident at the school, or the double track train bridge-which is a prime target that would have a huge economic impact in the United States. We do have a chemical company that could be a target as well. Historically, we have looked at these types of incidents from a HazMat perspective, but 9/11 has changed that.
- Disruption of the railroad is the biggest issue for this area.
- Transportation, both rail and interstate.
- An incident at a school or the university.
- EOD and HazMat might handle some of these incidents, but the school type of incident would require SWAT expertise.
- The civil support team would assist with WMD/terrorism incidents. We have a mobile lab to assist local jurisdictions in assessing contamination.

- The military has increased their emphasis on providing response to assist in tactical situations. However, they do not behave as a law enforcement tactical unit would. The legal authority to act rests with law enforcement.
- The National Guard also has additional capabilities to assist law enforcement, such as the new helicopters.
- The FBI comes into play with incidents of national significance.
- If I don't have a 28E with the STAR team, should I call the ISP first if I need help?

**Response:** Yes, then the tactical commander of the Type 2 team would make the call to activate the team and state resources.

**3. In the event of a WMD-level call-out, who do you think should be in charge of the incident?**

- It seems that the Type 2 teams would be a better fit into the local command structure.
- If the FBI is involved, it would fall under unified command.

**Adequate Coverage**

The proposed plan would provide local WMD-level tactical response capacity statewide by leveraging Iowa's existing Iowa State Patrol tactical teams and local teams that meet Type 2 standards. For the purposes of a WMD-level call-out, the team(s) would be considered a State resource, and the State would be responsible for the costs, liability, etc. of the event.

**1. Based on the tactical resources you've heard described today, would there be adequate capacity, from either local Type 2 or Iowa State Patrol teams, to respond if you had a WMD-level incident in your jurisdiction?**

- I think our location would allow for adequate response from the STAR team or the ISP. Each of the corners of the state probably has the greatest concern for response time.
- Yes. I think the resources are adequate, except for the farther regions of the state.

**2. What is an acceptable response time for a tactical unit to be on the scene once they've been called for a WMD-level event? Why?**

- What is the minimum deployable staff, and with what time period?  
**Response:** Response time will be within 2-3 hours with approximately 8-10 officers responding.
- Yes, 2-3 hours is an acceptable response time for the Type 2 teams.

**3. This agreement necessitates that local Type 2 tactical units would have to travel out of their home jurisdictions, if called to**

**respond to a WMD incident. What problems might arise for the hosting jurisdiction during such a call-out?**

- I think we would be concerned about providing the type of resources that a Type 2 team would need. It might be important to know the specific things these teams need for operations, both on-scene and off-scene.
- Food and support services.
- The media would definitely be a concern.
- The coordination effort would be a concern for local emergency management. An incident of any significant duration would tax local resources since staff is fewer, particularly with emergency management coordinators.

**4. With WMD-level call-out expenses treated as State resources, do you foresee a problem with local jurisdictions making unnecessary call-outs of the WMD-level tactical teams in attempts to shift costs of routine high-risk events to the State?**

- A disgruntled employee could be considered a terrorist incident. We have been driven to the federal feed trough.
- There will always be some people that will try to take advantage of the option to have the state pay.
- This is not a basic service, so there are costs involved. If someone does not have a 28E with me, I will not respond. I have a responsibility to think of residents and taxpayers first.

**Type 2 Requirements**

Physical, training and equipment requirements will be met by officers and teams participating in the Type 2 WMD/Terrorism local response effort. Since there are no national or statewide guidelines or standards, the Tactical Officers Task Force developed reasonable requirements for Iowa's local response units.

**1. Would you require a statewide physical standard for the Type 2 officers?**

- I think the physical requirement should be in line with the state officers training standards required by the law enforcement academy. They should be required to maintain those standards. The requirements are not that high. Officers should be able to perform at a certain level.
- Some minimum standards are needed.
- Other states' requirements should be investigated.
- A physical standard may not be necessary if they meet OHSA standards.

**2. Type 2 teams will be required to train 16 hours per month. In addition to the initial 8 hours of awareness training, what do you expect to be included in the additional 8 training hours?**

- The Boone tactical team probably trains closer to 4 hours per month. If they are able to get more of the equipment they need, they will probably train more to gain greater proficiency with the equipment.
- Awareness training is needed for the chemical and radiological incidents, as well as marksmanship. Training, and exercises with equipment is important.
- I think there should be shared training between the Type 2 and Type 3 teams, and education so that both teams understand their role in managing the incident.
- A clear understanding is needed on what types of incidents a Type 2 team would respond.
- The execution of normal tactical skills with advanced weapons skills would be an asset for the Type 2 teams.
- More training on explosive devices above what normal tactical teams have would also be helpful.
- Chemical and biological training and awareness.
- Decontamination skills.
- Regarding school threats, our officers are trained to enter and address the threat rather than wait.

**3. Type 3 teams – the awareness level teams most cities have – are not addressed in this plan, but HLSEM has indicated they are interested in offering training for these officers as part of their regular training offerings. Be very specific in telling us what you need to have included in these Type 3 Tactical Officer trainings.**

- We are not getting awareness training for the chemical type incidents. That is the biggest thing we probably need. We need to be able to recognize a potential WMD.
- We get awareness training through local emergency management.
- Local emergency management does not necessarily offer tactical training.
- Assistance with training costs.
- The amount of training that can be provided depends on how big the department is.

**Call-out Protocol**

To prevent unnecessary call-outs and ensure that local Type 2 teams are available to serve their home jurisdictions as much as possible, local jurisdictions must agree to follow a somewhat strict protocol for the call out of WMD-level tactical response.

**1. What are the strengths of the proposed call-out protocol?**

- We just went through a regional EOD training. We recognize that if we have a WMD/terrorist incident, a higher level of awareness and training is needed.
- The ability to provide statewide coverage, and if you request it- they will be there. The state coverage of costs and liability is also really important. The knowledge that back up is available from multiple teams provides good coverage, since events may occur in more than one location.

**2. During the start-up years of this statewide local response capacity effort, the entire cost will be borne through federal funds. Since each jurisdiction will receive access to WMD-level tactical response under this proposal, what, if any, degree of responsibility do you think your home jurisdiction should have in the continuation of funding for this effort after federal funds expire?**

- If there was an event where we requested these services, we would be willing to pay. The other option might be to put someone from our tactical team onto the response group so we could be a part of the response area. I would not want to bear an extreme cost, but might be willing to contribute on a smaller scale. The state will not fund this, so if I want this service, I will probably have to contribute.
- This will be low on the budget priority list.
- We will go back to doing it on our own.
- Ultimately, funding should come from the state.
- If the state perceives a need for this, they should fund it. Des Moines needs a team to protect our city, but others do not reasonably need this service.
- If local areas have to pay, they will not necessarily participate. Some cities have chosen not to participate in HazMat because they don't want to have the expense.
- What is the 20% funding for the state used for?

**Response:** HLSEM and these larger initiatives including EOD, SWAT, etc.

**3. How should this new capacity be implemented so all jurisdictions are up to speed on it?**

- As a policymaker, it is nice to know that work is being done to expand capability and resources. However, law enforcement is the one that needs to know the details. They know better than me what is needed. It is enough for me to know that this service is available.
- The Iowa City Managers Association covers about 80% of city administrators and includes the League of Cities; that would be a good

group to learn about this agreement. The other possibility would be to present at annual conferences.

- Emergency Management Coordinators should also work to get the word out among their colleagues.
- Professional meetings and associations.
- Multiple methods of dissemination would be best.
- State conferences.
- Statewide email system.
- People who can answer questions should present the information.

**4. Can you think of issues pertaining to your jurisdiction regarding response that the Tactical Officers Task Force may not have fully considered?**

- It is great to hear that something like this is going on. People are starting to get complacent. We still need to prepare ourselves for terrorist incidents. I could see something like Oklahoma City, or a similar type of domestic terrorism. Training like this for tactical teams is never a waste.

## *Other States*

### **Training –Tactical Teams**

Most if not all states do not have uniform standards for statewide Tactical Team training. Many of the states leave the training up to local or regional teams. Wisconsin's

Wisconsin has an association of Tactical Teams that have come together to create continuity and cohesion among teams statewide. The Association of SWAT Personnel-Wisconsin (ASP-WI) posts training dates on their website. The FBI and the Milwaukee County Sheriff's office were the two entities that had training scheduled on their website.

The Illinois Tactical Officers Association (ITOA) is a non-profit voluntary organization of Tactical Officers to promote education and research in the law enforcement field. ITOA's offers a physical training course taught by Danny Halligan. The course involves; fighting principles; physical and mental fighting zones; body mechanics and locks; physical control tactics for searching; weapon retention; ground fighting and weapon disarming. The course introduces students to physical skills they will instantly be able to apply on the street during patrol and/or tactical situations.

Many Tactical Teams and Military agencies nationwide contract Operational Tactics Inc (OTI) to train their Tactical Teams in a variety of areas. OTI is a nonprofit organization that provides customized training, education and counseling to law enforcement agencies, military agencies and SWAT Teams and their commanders. Among the many courses they offer, OTI offers a physical fitness course for Tactical Teams. The SWAT Team Physical Fitness Specialist Certification Program provides Officers and Supervisors with guidelines for the establishment of contemporary physical fitness standards and practical training concepts. Emphasis is placed on reducing injuries through proper physical training and nutrition, department liability concerns, muscular function, exercise physiology, developing training programs for SWAT athletes, and creating a balance between strength and aerobic conditioning in order to achieve maximum results.

### **State Associations**

The following states/providences have tactical associations (links from the National Tactical Officers Association - <http://www.ntoa.org/>):

- Alabama - [http://atoa.us/index\\_1.htm](http://atoa.us/index_1.htm)
- California - <http://www.catonews.com/>
- Florida - <http://www.floridaswat.org/>

- Georgia - <http://www.gatactical.com/>
- Illinois - <http://www.itoa.org/>
- Indiana - <http://www.indianasoa.com/>
- Kansas City - <http://www.kcmtoa.org/>
- Louisiana - <http://www.ltpoa.net/>
- Michigan - <http://www.mtoa.org/>
- Midwest (Wisconsin) - <http://mtoaonline.com/>
- Mississippi - [fastcherokee@hotmail.com](mailto:fastcherokee@hotmail.com)
- Missouri - 313-949-3300
- Mountain States (Idaho, Montana, South Dakota, Wyoming) - <http://www.mstoa.com/>
- North Carolina – no information available
- Ohio - <http://www.otoa.org/>
- Oregon - [time@deschutes.org](mailto:time@deschutes.org)
- Ontario - <http://www.otab.org/>
- Rocky Mountain (Colorado, Wyoming) - <http://www.rmtta.org/FT/default.asp?x=1&DID=1134>
- Tennessee - <http://www.ttpa.com/>
- Texas - <http://www.ttpoa.org/>
- Virginia - <http://www.vatacticalpolice.org/index2.html>
- Washington State (British Columbia, Idaho, Oregon, Washington) - <http://www.wstoa.org/>
- Wisconsin - <http://www.asp-wi.org/>

International Tactical EMS Association (<http://www.tems.org/>) was an often-cited resource on many of the state association websites.

Most of the state associations have similar missions – to provide training and educational opportunities and a forum for discussions about new tactical techniques. Indiana, Louisiana, Kansas City Metro, Texas, Virginia, Washington, and the Wisconsin associations have the best-developed missions, which include goals about training standards and professional competencies. California, Florida, Texas, Virginia, and Washington are divided up into regions and have regional representatives the state associations try to bring together. Illinois, Tennessee, and Texas' associations provided the best information about upcoming trainings and opportunities for information exchange. The Texas Association also has a Training Advisory Board.



## Research

SWAT/Tactical Teams

Page 1 of 2

U.S. Department of Homeland Security  
Federal Emergency Management Agency

Resource: SWAT/Tactical Teams						
Category: Law Enforcement/Security						
Kind: Team						
Minimum Capabilities (Component)	Minimum Capabilities (Metric)	Type I	Type II	Type III	Type IV	Other
Equipment	Protective Clothing	Protective Clothing; Tactical Body Armor (helmet with ballistic shield; Fire resistant gloves & hood)	Protective Clothing; Tactical Body Armor (helmet with ballistic shield; Fire resistant gloves & hood)	Protective Clothing; Tactical Body Armor (helmet with ballistic shield; Fire resistant gloves & hood)		
	Communication	Team Radio Communication Equipment (portable radios, extra batteries, battery charger, cellular phones)	Team Radio Communication Equipment (portable radios, extra batteries, battery charger, cellular phones)	Team Radio Communication Equipment (portable radios, extra batteries, battery charger, cellular phones)		
		Night Vision Goggles for entry and containment				
		2 Night Vision Scopes	2 Night Vision Scopes			
	Ballistic Protection	Soft and Tactical Body Armor for all team members	Soft and Tactical Body Armor for all team members	Soft and Tactical Body Armor for all team members		
	Respiratory Protection	NIOSH-approved protective mask	NIOSH-approved protective mask	NIOSH-approved protective mask		
		14 SCBAs	SCBAs recommended			
	Safety Equipment	Safety glasses; Ear protection	Safety glasses; Ear protection	Safety glasses; Ear protection		
	Chemical Protective Clothing	Level B and C PPE Suits for entire team	Level B and C PPE Suits for entire team	Level C PPE Suits for entire team		
	Breaching Equipment	Mechanical Breaching Equipment	Mechanical Breaching Equipment	Mechanical Breaching Equipment		
		Shotgun Breaching Equipment	Shotgun Breaching Equipment	Shotgun Breaching Equipment (Recommended)		
		Explosive Breaching Equipment	Explosive Breaching Equipment			
	Sniper Equipment	Extended long-range weapons greater than 500 yards with day and night scope	Long-range weapons less than 500 yards with day and night scope	Long-range weapons less than 500 yards with day scope		
		Chemical Agents and delivery system	Chemical Agents and delivery system	Chemical Agents and delivery system		
		Less lethal munitions and delivery systems	Less lethal munitions and delivery systems	Less lethal munitions and delivery systems		
	Robot Systems	Robot System with tactical options	Robot System with tactical options recommended			
	Safety Equipment	Foul Weather Gear	Foul Weather Gear	Foul Weather Gear		
		Personal Hydration System	Personal Hydration System	Personal Hydration System		
	Surveillance Equipment	Listening equipment; Video equipment; Fiber optics	Listening equipment; Video equipment			
		Transmitting equipment that will include wireless and hardline				
		IR Capability				
		Portable Ladders	Portable Ladders	Portable Ladders		

[http://www.fema.gov/preparedness/resources/law\\_enforcement/swat\\_tactical\\_teams.htm](http://www.fema.gov/preparedness/resources/law_enforcement/swat_tactical_teams.htm)

6/3/2005

	Weapons	Weapons: Handguns, assault weapons	Weapons: Handguns, assault weapons	Weapons: Handguns, assault weapons		
		Lighted Weapon System	Lighted Weapon System	Lighted Weapon System		
		Distraction Devices	Distraction Devices	Distraction Devices		
		Rappelling & Fast Rope Equipment	Rappelling Equipment			
		Hand-Held Ballistic Shields	Hand-Held Ballistic Shields	Hand-Held Ballistic Shields		
Personnel		2 Long Rifle Teams (2-man Team); 6 Man Entry Team; 1 Team Leader; 8 Containment to include grenadiers; 2 Tactical Medics; 1 Liaison; 1 Tactical Commander; 2 Canine Teams; 1 Electronic Tech; 1 Scribe; 1 Communications Officer; 2 Explosive Breachers; 1 Robot Technician	2 Long Rifle Teams (2-man Team); 6 Man Entry Team; 1 Team Leader; 8 Containment to include grenadiers; 1 Tactical Medic; 1 Liaison; 1 Tactical Commander; Canine Teams recommended; Electronic Tech recommended; Explosive Breachers recommended; Robot Technician recommended	2 Long Rifle Teams (2-man Team); 4 Man Entry Team; 1 Team Leader; 8 Containment to include grenadiers; 1 Tactical Medic recommended; 1 Liaison recommended; 1 Tactical Commander		
Vehicles		Armored Personnel Carrier (APC)	Armored Personnel Carrier (APC) recommended			
Training		No known national standard; Law enforcement officer with certified advanced training	No known national standard; Law enforcement officer with certified advanced training	No known national standard; Law enforcement officer with certified advanced training		

**Comments:**

**Type I**—A dedicated full-time team designated to handle high-risk situations requiring specialized weapons or extraordinary special operations. Team capable of operating in rural and urban environments. Team capability includes dealing with chemical, biological, radiological, and nuclear (CBRN) events. Teams should be capable of working in a CBRN environment absent of vapors.

**Type II**—A full-time or part-time team designated to handle high-risk situations requiring specialized weapons or extraordinary special operations. Team capable of operating in either rural or urban environments. Teams should be capable of working in a CBRN environment absent of vapors.

**Type III**—A team designated to handle high-risk situations requiring specialized weapons with limited resources and capabilities. Teams should be capable of working in a CBRN environment absent of vapors and liquids.

**Definitions**

CBRN	Chemical, Biological, Radiological, Nuclear
PPE	Personal Protective Equipment
APR	Air Purifying Respirator
SCBA	Self-Contained Breathing Apparatus
Level B PPE	Non-encapsulated or encapsulated chemical resistant suit with SCBA
Level C PPE	Non-encapsulated chemical resistant suit with APR
NIOSH	National Institute of Occupational Safety and Health
APC	Armored Personnel Carrier

## **Hazardous Devices School Physical Examination Requirements for Students**

The following physical examination forms and results are required for applications to the HDS Basic and Recertification Courses:

### **1. OSHA physical examination:**

- a. Standard physical exam that complies with OSHA 29CFR 1910.120. Complete the attached OSHA questionnaire and make this available to the physician.
- b. If this OSHA related physical examination is more than 12 months prior to the date of graduation from training, a written certification must be provided prior to attendance of annual re-examination, or determination by the certifying physician that an examination on a bi-annual basis is acceptable. (See OSHA 29CFR 1910.120(f)). Instead of having students submit the actual results of this physical update, HDS will send an acceptance packet prior to attendance and include a letter to be signed by the department verifying this compliance.
- c. Submit all written records related to the initial physical examination to HDS with the application.
- d. The regulations concerning the requirement for an OSHA physical examination apply directly to employers. HDS has adopted this standard because the nature of the training has come to include not only bomb suits, but also chemical suits with respirators. Any references to "annual" requirements in the OSHA questionnaire, other than the update mentioned above, will not be monitored by HDS, and do not relate specifically to certification.

### **2. Additional forms required by HDS:**

- a. Standard Form 93 (completed by the candidate) along with the application.
- b. Standard Form 88 (completed by the physician) along with the application. The Standard Form 88 in this Guide has been modified for HDS use only. If the doctor fails to fill in any of the required blocks, the application will be placed in a problem file and the applicant, applicant's bomb squad commander or the Training Technician will be notified to rectify the problem. The following sections must be completed on the SF88: 1, 5, 6, 7, 8, 9, 12a, 14, 17, 19 (B and D), 20, 21, 26A, 27A, 28, 30, 33 (Color Vision - Basic applicants only), 40, 42 – 44 (as required), 46, 48.
- c. HDS Physical Capacities Form: Physician's indications that there are no medical restrictions related to HDS training.

### **3. Specific requirements for acceptance to HDS:**

- a. **Blood Pressure:** If the blood pressure is over 140/90, the physician's assessment of what is normal and safe for the individual must be included.
- b. **Height/Weight Ratio:** Please refer to the attached height/weight chart that has been adopted by the National Bomb Squad Commanders Advisory Board as part of the National

Guidelines for Bomb Technicians. Recertification students who do not meet this requirement may complete the Performance Standard Test Form documented by their bomb squad commander. Basic students who do not meet this requirement must complete a body fat analysis test and provide the results to the HDS Registrar.

c. **Distant Vision:** Distant vision of at least 20/20 in one eye and 20/40 in the opposite eye, with or without corrective lenses, as measured by the 20-foot Snellen chart or equivalent.

d. **Near Vision:** Near vision of at least 20/40 in each eye, with or without correction, as measured by the Snellen chart or equivalent. Corrective lenses worn in protective suits must be safety glasses or inserts.

e. **Color Perception:** Color vision testing is required for Basic Course students only. Normal color perception as measured by Pseudoisochromatic Plates (PIP). Anyone who is not rated at the "Normal" level for the PIP color deficiency test, is allowed to take the Farnsworth Dichotomous (D-15) test.

f. **Hearing:** Average (mean) hearing level of 25dB at the four audiometer test frequencies 500, 1000, 2000, and 3000 Hz, with or without hearing aid.

g. **Seizure disorders:** Any history of seizure disorder is subject to review by HDS.

**All physical examinations are subject to review by the FBI Health Care Programs Unit for determination as to the applicant's fitness for HDS training.**

**Hazardous Devices School  
Physical Capacities Form**

Applicant's Name: \_\_\_\_\_

Dear Doctor:

The above named individual is applying to attend a course at the Hazardous Devices School, which will certify him/her as a bomb technician. This training is physically demanding in that it requires students to wear protective suits while performing tasks. The bomb suit with helmet weighs up to 70 pounds and is quite restrictive. The combination chemical suit (level B) and WMD bomb suit (40-pound suit) also requires the wearing of a self-contained breathing apparatus (SCBA) with respirator. The microenvironment within this equipment can expose the wearer to temperatures in excess of 100 degrees Fahrenheit, and humidity of 100% for periods of up to 30 minutes. Tasks to be performed include carrying a portable x-ray (25 pounds) and disrupter (40 pounds) a distance of at least 600 feet. During these tasks the student must kneel, position the tools and get back up on their own. If they fall, they must be able to get back up without assistance. In order to be accepted to this HDS course, the applicant must not have any of the restrictions listed below.

Please check any of the following medical restrictions that may apply to the applicant:

- ☐ Restricted from lifting more than 50 pounds.
- ☐ Restricted from kneeling, bending or twisting.
- ☐ Restricted from working in a respirator (including negative pressure or SCBA types) .
- ☐ Overweight to the degree that wearing a 70-pound bomb suit while carrying equipment would present health risks.
- ☐ Restricted from wearing protective chemical and/or bomb suits.

Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Physician's Printed Name**

\_\_\_\_\_  
**Physician's Signature**

\_\_\_\_\_  
**Date**

**Maximum Weight by Height**  
From the *National Guidelines for Bomb Technicians*

Height (inches)	Male				Female			
	Age Group				Age Group			
	21-29	30-39	40-49	50+	21-29	30-39	40-49	50+
58					100	103	106	109
59					105	108	111	114
60	166	169	172	175	110	113	116	119
61	170	173	176	179	115	118	121	124
62	173	176	179	182	120	123	126	129
63	176	179	182	185	125	128	131	134
64	180	183	186	189	130	133	136	139
65	183	186	189	192	135	138	141	144
66	186	189	192	195	140	143	146	149
67	190	193	196	199	145	148	151	154
68	193	196	199	202	150	153	156	159
69	196	199	202	205	155	158	161	164
70	200	203	206	209	160	163	166	169
71	203	206	209	212	165	168	171	174
72	206	209	212	215	170	173	176	179
73	210	213	216	219	175	178	181	184
74	213	216	219	222	180	183	186	189
75	216	219	222	225	185	188	191	194
76	220	223	226	229	190	193	196	199
77	223	226	229	232	195	198	201	204
78	226	229	232	235	200	203	206	209
79	230	233	236	239	205	208	211	214
80	233	236	239	242	210	213	216	219

Alternative Body Fat Test	Age Group			
	21-27	28-39	40-49	50+
Maximum Body Fat (Male)	22%	24%	26%	28%
Maximum Body Fat (Female)	30%	32%	34%	36%



**OSHA 29CFR, Appendix C to Sec. 1910.134:  
OSHA Respirator Medical Evaluation Questionnaire (Mandatory)**

To the employer: Answers to questions in Section 1, and to question 9 in Section 2 of Part A, do not require a medical examination.

To the employee:

Can you read (circle one): Yes/No

Your employer must allow you to answer this questionnaire during normal working hours, or at a time and place that is convenient to you. To maintain your confidentiality, your employer or supervisor must not look at or review your answers. Additionally, your employer must tell you how to deliver or send this questionnaire to the health care professional, who will review it.

**Part A. Section 1. (Mandatory) The following information must be provided by every employee who has been selected to use any type of respirator (please print).**

1. Today's date: \_\_\_\_\_
2. Your name: \_\_\_\_\_
3. Your age (to nearest year): \_\_\_\_\_
4. Sex (circle one): Male/Female
5. Your height: \_\_\_\_\_ ft. \_\_\_\_\_ in.
6. Your weight: \_\_\_\_\_ lbs.
7. Your job title: \_\_\_\_\_
8. A phone number where you can be reached by the health care professional who reviews this questionnaire (include the Area Code): \_\_\_\_\_
9. The best time to phone you at this number: \_\_\_\_\_
10. Has your employer told you how to contact the health care professional who will review this questionnaire (circle one): Yes/No
11. Check the type of respirator you will use (you can check more than one category):
  - a. \_\_\_\_\_ N, R, or P disposable respirator (filter-mask, non-cartridge type only).
  - b. \_\_\_\_\_ Other type (for example, half- or full-face piece type, powered-air purifying, supplied-air, self-contained breathing apparatus).
12. Have you worn a respirator (circle one): Yes/No  
If "yes," what type(s): \_\_\_\_\_

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**Part A. Section 2. (Mandatory) Questions 1 through 9 below must be answered by every employee who has been selected to use any type of respirator (please circle "yes" or "no").**

1. Do you **currently** smoke tobacco, or have you smoked tobacco **in the last month**: Yes/No
  
2. Have you ever had any of the following conditions?
  - a. Seizures (fits): Yes/No
  - b. Diabetes (sugar disease): Yes/No
  - c. Allergic reactions that interfere with your breathing: Yes/No
  - d. Claustrophobia (fear of closed-in places): Yes/No
  - e. Trouble smelling odors: Yes/No
  
3. Have you ever had any of the following pulmonary or lung problems?
  - a. Asbestosis: Yes/No
  - b. Asthma: Yes/No
  - c. Chronic bronchitis: Yes/No
  - d. Emphysema: Yes/No
  - e. Pneumonia: Yes/No
  - f. Tuberculosis: Yes/No
  - g. Silicosis: Yes/No
  - h. Pneumothorax (collapsed lung): Yes/No
  - i. Lung cancer: Yes/No
  - j. Broken ribs: Yes/No
  - k. Any chest injuries or surgeries: Yes/No
  - l. Any other lung problem that you've been told about: Yes/No
  
4. Do you **currently** have any of the following symptoms of pulmonary or lung illness?
  - a. Shortness of breath: Yes/No
  - b. Shortness of breath when walking fast on level ground or walking up a slight hill or incline: Yes/No
  - c. Shortness of breath when walking with other people at an ordinary pace on level ground: Yes/No
  - d. Have to stop for breath when walking at your own pace on level ground: Yes/No
  - e. Shortness of breath when washing or dressing yourself: Yes/No
  - f. Shortness of breath that interferes with your job: Yes/No
  - g. Coughing that produces phlegm (thick sputum): Yes/No
  - h. Coughing that wakes you early in the morning: Yes/No
  - i. Coughing that occurs mostly when you are lying down: Yes/No
  - j. Coughing up blood in the last month: Yes/No
  - k. Wheezing: Yes/No
  - l. Wheezing that interferes with your job: Yes/No
  - m. Chest pain when you breathe deeply: Yes/No
  - n. Any other symptoms that you think may be related to lung problems: Yes/No



5. Have you ***ever had*** any of the following cardiovascular or heart problems?
  - a. Heart attack: Yes/No
  - b. Stroke: Yes/No
  - c. Angina: Yes/No
  - d. Heart failure: Yes/No
  - e. Swelling in your legs or feet (not caused by walking): Yes/No
  - f. Heart arrhythmia (heart beating irregularly): Yes/No
  - g. High blood pressure: Yes/No
  - h. Any other heart problem that you've been told about: Yes/No
6. Have you ***ever had*** any of the following cardiovascular or heart symptoms?
  - a. Frequent pain or tightness in your chest: Yes/No
  - b. Pain or tightness in your chest during physical activity: Yes/No
  - c. Pain or tightness in your chest that interferes with your job: Yes/No
  - d. In the past two years, have you noticed your heart skipping or missing a beat: Yes/No
  - e. Heartburn or indigestion that is not related to eating: Yes/ No
  - f. Any other symptoms that you think may be related to heart or circulation problems: Yes/No
7. Do you ***currently*** take medication for any of the following problems?
  - a. Breathing or lung problems: Yes/No
  - b. Heart trouble: Yes/No
  - c. Blood pressure: Yes/No
  - d. Seizures (fits): Yes/No
8. If you've used a respirator, have you ***ever had*** any of the following problems? (If you've never used a respirator, check here • and go to question 9.)
  - a. Eye irritation: Yes/No
  - b. Skin allergies or rashes: Yes/No
  - c. Anxiety: Yes/No
  - d. General weakness or fatigue: Yes/No
  - e. Any other problem that interferes with your use of a respirator: Yes/No
9. Would you like to talk to the health care professional who will review this questionnaire about your answers to this questionnaire: Yes/No

**Questions 10 to 15 below must be answered by every employee who has been selected to use either a full-facepiece respirator or a self-contained breathing apparatus (SCBA). For employees who have been selected to use other types of respirators, answering these questions is voluntary.**

10. Have you ***ever*** lost vision in either eye (temporarily or permanently): Yes/No

11. Do you **currently** have any of the following vision problems?
  - a. Wear contact lenses: Yes/No
  - b. Wear glasses: Yes/No
  - c. Color blind: Yes/No
  - d. Any other eye or vision problem: Yes/No
12. Have you **ever had** an injury to your ears, including a broken ear drum: Yes/No
13. Do you **currently** have any of the following hearing problems?
  - a. Difficulty hearing: Yes/No
  - b. Wear a hearing aid: Yes/No
  - c. Any other hearing or ear problem: Yes/No
14. Have you **ever had** a back injury: Yes/No
15. Do you **currently** have any of the following musculoskeletal problems?
  - a. Weakness in any of your arms, hands, legs, or feet: Yes/No
  - b. Back pain: Yes/No
  - c. Difficulty fully moving your arms and legs: Yes/No
  - d. Pain or stiffness when you lean forward or backward at the waist: Yes/No
  - e. Difficulty fully moving your head up or down: Yes/No
  - f. Difficulty fully moving your head side to side: Yes/No
  - g. Difficulty bending at your knees: Yes/No
  - h. Difficulty squatting to the ground: Yes/No
  - i. Climbing a flight of stairs or a ladder carrying more than 25 lbs: Yes/No
  - j. Any other muscle or skeletal problem that interferes with using a respirator: Yes/No

**Part B. Any of the following questions, and other questions not listed, may be added to the questionnaire at the discretion of the health care professional who will review the questionnaire.**

1. In your *present* job, are you working at high altitudes (over 5,000 feet) or in a place that has lower than normal amounts of oxygen: Yes/No  
If "yes," do you have feelings of dizziness, shortness of breath, pounding in your chest, or other symptoms when you're working under these conditions: Yes/No
2. At work or at home, have you *ever* been exposed to hazardous solvents, hazardous airborne chemicals (e.g., gases, fumes, or dust), or have you come into skin contact with hazardous chemicals: Yes/No  
If "yes," name the chemicals if you know them: \_\_\_\_\_  
\_\_\_\_\_
3. Have you *ever* worked with any of the materials, or under any of the conditions, listed below:
  - a. Asbestos: Yes/No
  - b. Silica (e.g., in sandblasting): Yes/No
  - c. Tungsten/cobalt (e.g., grinding or welding this material): Yes/No
  - d. Beryllium: Yes/No
  - e. Aluminum: Yes/No
  - f. Coal (for example, mining): Yes/No
  - g. Iron: Yes/No
  - h. Tin: Yes/No
  - i. Dusty environments: Yes/No
  - j. Any other hazardous exposures: Yes/No
 If "yes," describe these exposures: \_\_\_\_\_  
\_\_\_\_\_
4. List any second jobs or side businesses you have: \_\_\_\_\_  
\_\_\_\_\_
5. List your previous occupations: \_\_\_\_\_  
\_\_\_\_\_
6. List your current and previous hobbies: \_\_\_\_\_  
\_\_\_\_\_
7. Have you been in the military services? Yes/No  
If "yes," were you exposed to biological or chemical agents (either in training or combat): Yes/No

8. Have you *ever* worked on a HAZMAT team? Yes/No
9. Other than medications for breathing and lung problems, heart trouble, blood pressure, and seizures mentioned earlier in this questionnaire, are you taking any other medications for any reason (including over-the-counter medications): Yes/No  
If "yes," name the medications if you know them: \_\_\_\_\_
10. Will you be using any of the following items with your respirator(s)?
  - a. HEPA Filters: Yes/No
  - b. Canisters (for example, gas masks): Yes/No
  - c. Cartridges: Yes/No
11. How often are you expected to use the respirator(s) (circle "yes" or "no" for all answers that apply to you)?
  - a. Escape only (no rescue): Yes/No
  - b. Emergency rescue only: Yes/No
  - c. Less than 5 hours *per week*: Yes/No
  - d. Less than 2 hours *per day*: Yes/No
  - e. 2 to 4 hours *per day*: Yes/No
  - f. Over 4 hours *per day*: Yes/No
12. During the period you are using the respirator(s), is your work effort:
  - a. **Light** (less than 200 kcal per hour): Yes/No  
If "yes," how long does this period last during the average shift: \_\_\_\_\_ hrs. \_\_\_\_\_ mins.  
Examples of a light work effort are *sitting* while writing, typing, drafting, or performing light assembly work; or *standing* while operating a drill press (1-3 lbs.) or controlling machines.
  - b. **Moderate** (200 to 350 kcal per hour): Yes/No  
If "yes," how long does this period last during the average shift : \_\_\_\_\_ hrs. \_\_\_\_\_ mins.  
Examples of moderate work effort are *sitting* while nailing or filing; *driving* a truck or bus in urban traffic; *standing* while drilling, nailing, performing assembly work, or transferring a moderate load (about 35 lbs.) at trunk level; *walking* on a level surface about 2 mph or down a 5-degree grade about 3 mph; or *pushing* a wheelbarrow with a heavy load (about 100 lbs.) on a level surface.
  - c. **Heavy** (above 350 kcal per hour): Yes/No  
If "yes," how long does this period last during the average shift: \_\_\_\_\_ hrs. \_\_\_\_\_ mins.  
Examples of heavy work are *lifting* a heavy load (about 50 lbs.) from the floor to your waist or shoulder; working on a loading dock; *shoveling*; *standing* while bricklaying or chipping castings; *walking* up an 8-degree grade about 2 mph; climbing stairs with a heavy load (about 50 lbs.).

13. Will you be wearing protective clothing and/or equipment (other than the respirator) when you're using your respirator: Yes/No  
If "yes," describe this protective clothing and/or equipment: \_\_\_\_\_
14. Will you be working under hot conditions (temperature exceeding 77°F): Yes/No
15. Will you be working under humid conditions: Yes/No
16. Describe the work you'll be doing while you're using your respirator(s):  
\_\_\_\_\_  
\_\_\_\_\_
17. Describe any special or hazardous conditions you might encounter when you're using your respirator(s) (for example, confined spaces, life-threatening gases):  
\_\_\_\_\_  
\_\_\_\_\_
18. Provide the following information, if you know it, for each toxic substance that you'll be exposed to when you're using your respirator(s):  
Name of the first toxic substance: \_\_\_\_\_  
Estimated maximum exposure level per shift: \_\_\_\_\_  
Duration of exposure per shift: \_\_\_\_\_  
Name of the second toxic substance: \_\_\_\_\_  
Estimated maximum exposure level per shift: \_\_\_\_\_  
Duration of exposure per shift: \_\_\_\_\_  
Name of the third toxic substance: \_\_\_\_\_  
Estimated maximum exposure level per shift: \_\_\_\_\_  
Duration of exposure per shift: \_\_\_\_\_  
The name of any other toxic substances that you'll be exposed to while using your respirator:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
19. Describe any special responsibilities you'll have while using your respirator(s) that may affect the safety and well-being of others (for example, rescue, security):

## **Appendix A**

### **Forms**

- New Bomb Squad Needs Survey
- MOU Needs Survey
- Bomb Squad Accreditation Checklist
- FD-731, HDS Course Application
- FD-406, Authority to Release Information
- SF-88, Report of Medical Examination
- SF-93, Report of Medical History
- HAZMAT Training Prerequisite Notice
- HDS Recertification Performance Standards Test
- HDS Information for Basic Students
- HDS Information for Recertification Students
- HDS Information for Robotics Students
- HDS Information for Executive Management Students
- Candidate Expense Log

**Bomb Data Center (BDC)**  
**Hazardous Devices School (HDS)**  
**Survey to Determine the Need for a New Bomb Squad**  
(SABT should forward completed surveys to: FBI Program Administrator, HDS)

FIELD OFFICE: \_\_\_\_\_ DATE: \_\_\_\_\_

SABT: \_\_\_\_\_

1. Name of Prospective Bomb Squad: \_\_\_\_\_

2. Name(s) and address(es) of Department(s): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Point of Contact:

Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

4. Size of department(s): \_\_\_\_\_

5. Area of coverage:

(a) Size of primary area \_\_\_\_\_

(b) Population of primary area \_\_\_\_\_

(c) Size of additional areas to be covered \_\_\_\_\_

(d) Population of additional areas to be covered \_\_\_\_\_

6. What other bomb squads already cover this (a) primary region \_\_\_\_\_  
(b) secondary region \_\_\_\_\_

7. How far away are the nearest bomb squads?

Name of bomb squad: \_\_\_\_\_

Distance: \_\_\_\_\_

Time estimate for their travel to this region: \_\_\_\_\_

Name of bomb squad: \_\_\_\_\_

Distance: \_\_\_\_\_

Time estimate for their travel to this region: \_\_\_\_\_

Name of bomb squad: \_\_\_\_\_

Distance: \_\_\_\_\_

Time estimate for their travel to this region: \_\_\_\_\_

8. Number of incidents in the past two years in this region in which there was a documented need for a bomb squad response: \_\_\_\_\_



9. Provide a detailed list of these incidents, to include the date, location and reason for the bomb squad response: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Which bomb squad(s) handled these incidents? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

11. Will bomb technicians be full-time? YES NO (Circle one)

If NO, what collateral duties will they have? \_\_\_\_\_

12. Will this new bomb squad be allowed to respond to surrounding areas? YES NO

If YES, describe the extent of the area they will be allowed to respond to: \_\_\_\_\_

\_\_\_\_\_

13. Discuss the distinction between the need for bomb threat response capability and a bomb incident response capability:

Bomb Threats: Proper response to bomb threats involves training of personnel on threat evaluation, search techniques, evacuation procedures, and protective measures. In extreme cases, explosive detection canine teams and security checkpoint equipment may be warranted.

Bomb Incidents: Bomb incidents are situations in which a suspicious package has been found that is believed to be a possible hazardous device. In these cases, only certified bomb technicians operating on an accredited bomb squad should respond to render it safe.

Which capability is needed in this case? \_\_\_\_\_

14. Discuss the training requirements listed in the *National Guidelines for Bomb Technicians*. What provisions are planned to accomplish this? \_\_\_\_\_

\_\_\_\_\_

15. Discuss other needs including:

- Explosives transportation
- Explosives storage requirements
- Availability of a range for disposal operations

What provisions will be made for these needs? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_



## Authority to Release Information

To Whom It May Concern:

I hereby authorize any Special Agent or other authorized representative of the Federal Bureau of Investigation bearing this release, or copy thereof, within one year of its date, to obtain any information in your files pertaining to my CPA/State Bar records (including any grievance records), employment, military, educational records (including, but not limited to, academic, achievement, attendance, athletic, personal history, and disciplinary records), medical records, credit records, (including credit card and payment device numbers), and law enforcement records (including, but not limited to, any record of charge, prosecution or conviction for criminal or civil offenses). I hereby direct you to release such information upon request to the bearer. This release is executed with full knowledge and understanding that the information is for the official use of the Federal Bureau of Investigation. Consent is granted for the Federal Bureau of Investigation to furnish such information, as is described above, to third parties in the course of fulfilling its official responsibilities. I hereby release you, as the custodian of such records, and any school, college, university, or other educational institution, hospital, or other repository of medical records, credit bureau, lending institution, consumer reporting agency, retail business establishment, law enforcement agency, or criminal justice agency, including its officers, employees, or related personnel, both individually and collectively, from any and all liability for damages of whatever kind, which may at any time result to me, my heirs, family or associates because of compliance with this authorization and request to release information, or any attempt to comply with it. I am furnishing my Social Security Account Number on a voluntary basis with the understanding such is not required by Federal statute or regulation. I have been advised the FBI will utilize this number only to facilitate the location of employment, military, credit, and educational records concerning me in connection with this application. Should there be any question as to the validity of this release, you may contact me as indicated below.

Full Name (Signature): \_\_\_\_\_  
(Include maiden & any other previously used name)

Full Name (Typed or Printed): \_\_\_\_\_  
(Include maiden & any other previously used name)

Social Security Account Number: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_

Parent or Guardian (If required): \_\_\_\_\_

Date: \_\_\_\_\_

Current Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

CPA/Bar Membership(s): \_\_\_\_\_

State

Registration Number

Witness: \_\_\_\_\_  
(Special Agent) Federal Bureau of Investigation

MEDICAL RECORD		REPORT OF MEDICAL EXAMINATION		DATE OF EXAM
1. LAST NAME - FIRST NAME - MIDDLE NAME		2. IDENTIFICATION NUMBER	3. GRADE AND COMPONENT OR POSITION	
4. HOME ADDRESS (Number, street or RFD, city or town, state and ZIP Code)		5. EMERGENCY CONTACT (Name and address of contact)		
6. DATE OF BIRTH	7. AGE	8. SEX <input type="checkbox"/> FEMALE <input type="checkbox"/> MALE	9. RELATIONSHIP OF CONTACT	
10. PLACE OF BIRTH		11. RACE <input type="checkbox"/> WHITE <input type="checkbox"/> BLACK <input type="checkbox"/> AMERICAN INDIAN/ALASKA NATIVE <input type="checkbox"/> HISPANIC WHITE <input type="checkbox"/> HISPANIC BLACK <input type="checkbox"/> ASIAN/PACIFIC ISLANDER		
12a. AGENCY		12b. ORGANIZATION UNIT		13. TOTAL YEARS GOVERNMENT SERVICE a. MILITARY b. CIVILIAN
14. NAME OF EXAMINING FACILITY OR EXAMINER AND ADDRESS		15. RATING OR SPECIALTY OF EXAMINER		
16. PURPOSE OF EXAMINATION				

17. CLINICAL EVALUATION					
NOR- MAL	(Check each item in appropriate column, enter "NE" if not evaluated)	ABNOR- MAL	NOR- MAL	(Check each item in appropriate column, enter "NE" if not evaluated.)	ABNOR- MAL
	A. HEAD, FACE, NECK AND SCALP			O. PROSTATE (Over 40 or clinically indicated)	
	B. EARS - GENERAL (INTERNAL CANALS) (Auditory acuity under items 39 and 40)			P. TESTICULAR	
	C. DRUMS (Perforation)			Q. ANUS AND RECTUM (Hemorrhoids, Fistulae) (Hemocult Results)	
	D. NOSE			R. ENDOCRINE SYSTEM	
	E. SINUSES			S. G-U SYSTEM	
	F. MOUTH AND THROAT			T. UPPER EXTREMITIES (Strength, range of motion)	
	G. EYES - GENERAL (Visual acuity and refraction under items 28, 29, and 36)			U. FEET	
	H. OPHTHALMOSCOPIC			V. LOWER EXTREMITIES (Except feet) (Strength, range of motion)	
	I. PUPILS (Equality and reaction)			W. SPINE, OTHER MUSCULOSKELETAL	
	J. OCULAR MOTILITY (Associated parallel movements nystagmus)			X. IDENTIFYING BODY MARKS, SCARS, TATTOOS	
	K. LUNGS AND CHEST			Y. SKIN, LYMPHATICS	
	L. HEART (Thrust, size, rhythm, sounds)			Z. NEUROLOGIC (Equilibrium tests under item 41)	
	M. VASCULAR SYSTEM (Varicosities, etc.)			AA. PSYCHIATRIC (Specify any personality deviation)	
	N. ABDOMEN AND VISCERA (Include hernia)			BB. BREASTS	
				CC. PELVIS (Females only)	

NOTES: (Describe every abnormality in detail. Enter pertinent item number before each comment. Continue in item 42 and use additional sheets if necessary.)

18. DENTAL (Place appropriate symbols, shown in examples, above or below number of upper and lower teeth.)		REMARKS AND ADDITIONAL DENTAL DEFECTS AND DISEASES
0 1 2 3 Restorable 32 31 30 Teeth	0 1 2 3 restorable 32 31 30 Teeth	
0 1 2 3 Missing 32 31 30 Teeth	0 1 2 3 Replaced 32 31 30 Teeth	
0 1 2 3 Fixed 32 31 30 Partial	0 1 2 3 Denature 32 31 30	
R 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 G 32 31 30 29 28 27 26 25 24 23 22 21 20 19 18 17	L 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 F 32 31 30 29 28 27 26 25 24 23 22 21 20 19 18 17	

19. TEST RESULTS (Copies of results are preferred as attachments)			
A. URINALYSIS: (1) SPECIFIC GRAVITY		B. CHEST X-RAY OR PPD (Place, date, film number and result) TB Tyne Test	
(2) URINE ALBUMIN	(4) MICROSCOPIC		
(3) URINE SUGAR			
C. SYPHILIS SEROLOGY (Specify test used and results)	D. EKG	E. BLOOD TYPE AND RH FACTOR	F. OTHER TESTS

NSN 7540-00-634-4038  
88-126

STANDARD FORM 88 (Rev. 10-94) (EG)  
Prescribed by GSA/ICMR FIRM (41 CFR) 201-9.202-1

NAME		IDENTIFICATION NUMBER		NO. OF SHEETS ATTACHED	
MEASUREMENTS AND OTHER FINDINGS					
20. HEIGHT	21. WEIGHT	22. COLOR HAIR	23. COLOR EYES	24. BUILD SLENDER MEDIUM HEAVY OBSE	25. TEMPERATURE
26. BLOOD PRESSURE (Arm at heart level)			27. PULSE (Arm at heart level)		
A. SITTING SYS. _____ DIAS. _____	B. RECLIN- BENT SYS. _____ DIAS. _____	C. STANDING (5 min) SYS. _____ DIAS. _____	A. SITTING S. _____ C.V. _____	B. RECLIN- BENT S. _____ C.V. _____	C. STANDING (3 min) D. AFTER EXERCISE E. 2 MINS. AFTER
28. DISTANT VISION			29. REFRACTION		
RIGHT 20/ LEFT 20/	CORR. TO 20/ CORR. TO 20/	BY BY	30. NEAR VISION		
31. HETEROPHORIA (Specify distance)			32. ACCOMMODATION		
ESO	EXO	RH	LH	PRISM DIV.	PRISM CONV. CT
33. COLOR VISION (Test used and result)*			34. DEPTH PERCEPTION (Test used and score)		
RIGHT	LEFT	35. FIELD OF VISION			
RIGHT	LEFT	36. NIGHT VISION (Test used and score)			
37. HEARING			38. INTRAOCULAR TENSION		
RIGHT W/V	/15 SV	/15	39. PSYCHOLOGICAL AND PSYCHOMOTOR (Tests used and score)		
LEFT W/V	/15 SV	/15	40. AUDIOMETER		
			250	500	1000
			256	512	1024
			2048	2896	4096
			6144	8192	
			RIGHT	LEFT	
			LEFT	RIGHT	

42. NOTES (Continued) AND SIGNIFICANT OR INTERVAL HISTORY

(Use additional sheets if necessary)

43. SUMMARY OF DEFECTS AND DIAGNOSES (List diagnoses with item numbers)

44. RECOMMENDATIONS - FURTHER SPECIALIST EXAMINATIONS INDICATED (Specify)		45A. PHYSICAL PROFILE	
		P	U
		L	H
		E	S
46. EXAMINEE (Check) A. <input type="checkbox"/> IS QUALIFIED FOR Bomb Technician Training at Hazardous Devices School B. <input type="checkbox"/> IS NOT QUALIFIED FOR Bomb Technician Training at Hazardous Devices School		45B. PHYSICAL CATEGORY	
47. IF NOT QUALIFIED, LIST DISQUALIFYING DEFECTS BY ITEM NUMBER		A	B
48. TYPED OR PRINTED NAME OF PHYSICIAN		C	E
49. TYPED OR PRINTED NAME OF PHYSICIAN		SIGNATURE	
50. TYPED OR PRINTED NAME OF DENTIST OR PHYSICIAN (Indicate which)		SIGNATURE	
51. TYPED OR PRINTED NAME OF REVIEWING OFFICER OR APPROVING AUTHORITY		SIGNATURE	

\*Basic applicants only

STANDARD FORM 88 (Rev. 10-94) BACK



MEDICAL RECORD		REPORT OF MEDICAL HISTORY		NO. OF ATTACHED SHEETS	DATE OF EXAM
<b>NOTE: This information is for official and medically-confidential use only and will not be released to unauthorized persons</b>					
1. NAME OF PATIENT (Last, first, middle)		2. IDENTIFICATION NUMBER		3. GRADE	
4a. HOME ADDRESS (Street or RFD, City or Town, State, and ZIP Code)			5. EXAMINING FACILITY		
4b. CITY	4c. STATE	4d. ZIP CODE			
6. PURPOSE OF EXAMINATION					

7. STATEMENT OF PATIENT'S PRESENT HEALTH AND MEDICATIONS CURRENTLY USED (Use additional pages if necessary)		
a. PRESENT HEALTH	b. CURRENT MEDICATION	REGULAR OR INTERIM
c. ALLERGIES (Include insect bites/stings and common foods)		
d. HEIGHT		e. WEIGHT
8. PATIENT'S OCCUPATION		9. ARE YOU (Check one)
		<input type="checkbox"/> RIGHT HANDED <input type="checkbox"/> LEFT HANDED

10. PAST/CURRENT MEDICAL HISTORY											
CHECK EACH ITEM	YES	NO	DON'T KNOW	CHECK EACH ITEM	YES	NO	DON'T KNOW	CHECK EACH ITEM	YES	NO	DON'T KNOW
Household contact with anyone with tuberculosis				Shortness of breath				Bone, joint or other deformity			
Tuberculosis or positive TB test				Pain or pressure in chest				Loss of finger or toe			
Blood in sputum or when coughing				Chronic cough				Painful or "trick" shoulder or elbow			
Excessive bleeding after injury or dental work				Palpitation or pounding heart				Recurrent back pain or any back injury			
Suicide attempt or plans				Heart trouble							
Sleepwalking				High or low blood pressure							
Wear corrective lenses				Cramps in your legs				"Trick" or locked knee			
Eye surgery to correct vision				Frequent indigestion				Foot trouble			
Lack vision in either eye				Stomach, liver, or intestinal trouble				Nerve injury			
Wear a hearing aid				Gall bladder trouble or gallstones				Paralysis (include infantile)			
Stutter or stammer				Jaundice or hepatitis				Epilepsy or seizure			
Wear a brace or back support				Broken bones				Car, train, sea or air sickness			
Scarlet fever				Adverse reaction to medication				Frequent trouble sleeping			
Rheumatic fever				Skin diseases				Depression or excessive worry			
Swollen or painful joints				Tumor, growth, cyst, cancer				Loss of memory or amnesia			
				Hernia				Nervous trouble of any sort			
				Hemorrhoids or rectal disease				Periods of unconsciousness			
								Parent/sibling with diabetes, cancer, stroke or heart disease			
Frequent or severe headaches				Frequent or painful urination							
Dizziness or fainting spells				Bed wetting since age 12				X-ray or other radiation therapy			
Eye trouble				Kidney stone or blood in urine				Chemotherapy			
Hearing loss				Sugar or albumin in urine				Asbestos or toxic chemical exposure			
Recurrent ear infections				Sexually transmitted disease							
Chronic or frequent colds				Recent gain or loss of weight				Plate, pin or rod in any bone			
Severe tooth or gum trouble				Eating disorder (anorexia, bulimia, etc.)				Easy fatigability			
Sinusitis											
Hay Fever or allergic rhinitis				Arthritis, Rheumatism or Bursitis				Been told to cut down or criticized for alcohol use			
Head injury											
Asthma				Thyroid trouble or goiter				Used illegal substances			
								Used tobacco			

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Previous edition not usable

**STANDARD FORM 83 (REV. 8/96) (EG)**  
Prescribed by ICMR/GSA  
FIRM (41 CFR) 201-9.202-1  
Designed using Perform Pro, WHS/DIOR, Apr 97

11. FEMALES ONLY						
CHECK EACH ITEM	YES	NO	DON'T KNOW	DATE OF LAST MENSTRUAL PERIOD	DATE OF LAST PAP SMEAR	DATE OF LAST MAMMOGRAM
Treated for a female disorder						
Change in menstrual pattern						
CHECK EACH ITEM. IF "YES" EXPLAIN IN BLANK SPACE TO RIGHT. LIST EXPLANATION BY ITEM NUMBER						
ITEM	YES	NO				
12. Have you been refused employment or been unable to hold a job or stay in school because of:						
a. Sensitivity to chemicals, dust sunlight, etc.						
b. Inability to perform certain motions.						
c. Inability to assume certain positions.						
d. Other medical reasons (If yes, give reasons.)						
13. Have you ever been treated for a mental condition? (If yes, specify when, where, and give details.)						
14. Have you ever been denied life insurance? (If yes, state reason and give details.)						
15. Have you had, or have you been advised to have, any operation? (If yes, describe and give age at which occurred.)						
16. Have you ever been a patient in any type of hospital? (If yes, specify when, where, why, and name of doctor and complete address of hospital.)						
17. Have you consulted or been treated by clinics, physicians, healers, or other practitioners within the past 5 years for other than minor illnesses? (If yes, give complete address of doctor, hospital, clinic, and details.)						
18. Have you ever been rejected for military service because of physical, mental, or other reasons? (If yes, give date and reason for rejection.)						
19. Have you ever been discharged from military service because of physical, mental, or other reasons? (If yes, give date, reason, and type of discharge: whether honorable, other than honorable, for unfitness or unsuitability.)						
20. Have you ever received, is there pending, or have you ever applied for pension or compensation for existing disability? (If yes, specify what kind, granted by whom, and what amount, when, why.)						
21. Have you ever been arrested or convicted of a crime, other than minor traffic violations? (If yes, provide details.)						
22. Have you ever been diagnosed with a learning disability? (If yes, give type, where, and how diagnosed.)						
23. LIST ALL IMMUNIZATIONS RECEIVED						
<p>I certify that I have reviewed the foregoing information supplied by me and that it is true and complete to the best of my knowledge. I authorize any of the doctors, hospitals, or clinics mentioned above to furnish the Government a complete transcript of my medical record for purposes of processing my application for this employment or service. I understand that falsification of information on Government forms is punishable by fine and/or imprisonment.</p>						
24a. TYPED OR PRINTED NAME OF EXAMINEE			24b. SIGNATURE		24c. DATE	
<p><b>NOTE: HAND TO THE DOCTOR OR NURSE, OR IF MAILED MARK ENVELOPE "TO BE OPENED BY MEDICAL OFFICER ONLY."</b></p>						
<p>25. PHYSICIAN'S SUMMARY AND ELABORATION OF ALL PERTINENT DATA (Physician shall comment on all positive answers in items 7 through 11. Physician may develop by interview any additional medical history deemed important, and record any significant findings here.)</p>						
26a. TYPED OR PRINTED NAME OF PHYSICIAN OR EXAMINEE			26b. SIGNATURE		26c. DATE	

STANDARD FORM 93 (Rev. 6-96) BACK



U.S. Department of Justice  
Federal Bureau of Investigation  
Bomb Data Center  
FBI Laboratory, Room 4310  
2501 Investigation Parkway  
Quantico, VA 22135

## HAZMAT Training Prerequisite Notice

### FBI Hazardous Devices School - Basic Course Applicants

Hazardous Devices School (HDS) Basic Course students are required to furnish documentation that they have completed training that meets or exceeds requirements set forth in 29 Code of Federal Regulations (CFR), section 1910.120(q)(6)(iii), Emergency Response to Hazardous Substance Releases, Hazardous Materials Technician. If the training was completed more than one year prior to the class date, annual HAZMAT refresher training must be current. During the Weapons of Mass Destruction (WMD) related training in the HDS Basic Course you will be required to demonstrate proficiency in wearing Personal Protective Equipment (PPE) and performing decontamination procedures. Therefore, please ensure that your training included these elements. If not, you should obtain the following additional elements of training on your own through your local HAZMAT team or fire department:

- (1) Wearing level A or B
- (2) Wearing level C
- (3) Familiarization with the decontamination process

Your Basic application packet can be submitted prior to your completion of the HAZMAT training and upon completion of the HAZMAT training, you can fax the documentation directly to the HDS Registrar at (256) 313-1907. If you have completed the HAZMAT training and are certified at the Technician level for HAZMAT, a copy of the documentation should be sent in with your Basic application packet. Documentation **must** be received by the HDS Registrar **before** a letter of invitation to a class will be sent to you. Invitation letters are usually mailed approximately two months prior to the class date. Documentation can be in the form of a certificate received upon completion of training or in the form of a letter from your department indicating that you are certified at the Technician level for HAZMAT.

If you have any questions, please call Liz Petty, HDS Registrar (256) 876-4486 or SSA Dave Jernigan, HDS Program Administrator (256) 313-1910.

For applicants who have not completed the above referenced HAZMAT training, please sign and date the acknowledgment below and send this Notice in with your Basic application packet.

I, \_\_\_\_\_, acknowledge that I have read and understand the HAZMAT training prerequisite as stated above. I further understand that before I can receive a letter of invitation to the Hazardous Devices School Basic Course, I must provide the HDS Registrar with documentation that I am certified at the Technician level for HAZMAT.

Signature of Applicant \_\_\_\_\_ Date \_\_\_\_\_

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INTRODUCTION

Developing a regional SWAT system in Iowa is challenging. The expectations and requirements of certified tactical teams considering best practices of NTOA, ITOA, OSHA, NIOSH; NIMS, Emergency response plans and strategies adds an additional burden to already stressed work loads, dwindling ranks, and resources. The commitment to a certified WMD tactical team will require additional expectations, policies, and training requirements, as related to SWAT and WMD preparedness. Keeping this in mind, we must still forge ahead and provide a concept that lives up to the best practices available in the SWAT discipline. The best approach to this concept in Iowa should consider different levels of involvement, responsibility, and standards. This will include all teams at different levels of commitment, development, experience, skill set, and expertise. We have an opportunity to coordinate, unify, and enhance tactical teams already in existence. Officer safety should be the most important aspect to this concept as standards and skill sets are determined.

We should remember as we develop standards and provide recommendations that because of the professionalism of the typical SWAT officer, regardless of organization or affiliation, that 95% of all SWAT operations are resolved without firing a shot. This requires the proper mindset, self control, and the presence of mind during a critical moment to make the proper decision. The *Commission on Special Weapons and Tactics Final Report* stated:

*Due to the training, discipline and dedication required for this type of assignment, participating officers are regarded as elite forces within the police profession. Not all officers in any department are physically and emotionally qualified to carry out these specific duties on a full-time basis or even part-time basis (Commission on Special Weapons and Tactics Final Report, 2002).*



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Over the years, SWAT has evolved into the management of barricaded suspect situations, the service of high-risk warrants, dignitary protection, and the actual rescue of hostages. Today we are faced with the additional challenge with providing an effective response to terrorism. Iowa Peace Officers can meet this challenge. We must remember to include all officers at all levels and be sensitive that highly capable officers are present in all jurisdictions, regardless of population base. "SWAT was, and is considered such a desirable assignment that the creation of such teams was often seen as necessity, both in terms of morale and recruitment" (commission on Special Weapons and Tactics, Final Report, 2002). Keeping this in mind we must strike the balance between need and redundancy, as it relates to WMD response.

State Responsibility:

The State Emergency Response Plan (SERP) offers guidance and direction as we establish benchmarks for the SWAT Concept in Iowa. It is important to understand the relationships as the SWAT concept is developed. The SERP Annex A-5 requires the DPS to support local jurisdictions in response to:

- Civil Disturbance
- Threatened, Suspected, or confirmed terrorist incidents

This response is influenced by the needs of:

1. Local government
2. Agencies or Institutions within Iowa State government
3. Other State governments
4. The Federal government

The primary role:

SERP Annex A, p. 6-7: The primary role becomes one of supporting local operations once local jurisdictions can no longer provide an adequate response without outside assistance. State Government emergency disaster response is not limited to local jurisdictions, but may also be directed toward State Facilities/Institutions/Agencies.

Direction, control, and coordination:

SERP Annex A, p.12: Direction, control, and coordination of the incident scene will be established by the authorities of the government of jurisdiction, and will be maintained by an Incident commander (IC) or a unified command (UC) group and operating under the recognized incident command system. Overall control of the scene will always remain with a qualified official appointed by the agency of jurisdiction, which may be a local, state, or federal agency depending on the affected jurisdictions. When an incident commander or a UC group requests assistance from outside of its jurisdiction, operational



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control of the outside personnel and other resources deployed to the scene is retained by the local, state, or federal government agency that deployed the personnel/resources.

Unified Command in Incidents Involving Multiple Jurisdictions:

SERP, Annex K p. 8: Unified Command in incidents involving multiple jurisdictions a unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively, without affecting individual agency authority, responsibility, or accountability.

Key Characteristics of Unified Command:

Regardless of how it is organized, the key characteristics of an UC are the same, and include:

1. A single, integrated response organization
2. a co-located or shared facility
3. Compatible standard operating procedures
4. Shared action planning, logistics, and finance/administrative functions
5. The ability to tailor the size and structure of the UC organization to meet incident specific needs
6. Strict adherence to span of control guidelines for every unit at all levels and at all times.
7. The use of common organizational terminology designed to be acceptable to all response disciplines and all levels of government.

Deployment of Personnel and Equipment:

SERP, Annex M : Deployment Personnel and equipment should only respond when requested or when dispatched by an appropriate authority with a tasking and or order number.

Joint Objectives, Strategies and Plans:

SERP, Annex M p. 12: The individuals designated by their jurisdictions or by departments within a single jurisdiction must jointly determine objectives, strategies, plans, and priorities and work together jointly to execute integrated tactical operations and maximize use of assigned resources.

The National Incident Management System (NIMS) will soon be implemented in Iowa. There is important requirements and information that is pertinent when considering the Regional SWAT concept.

Training and Exercises:

NIMS, p. 30 para b.: Training and exercises: Organizations and personnel must be appropriately trained in order to improve all-hazards incident management capability nationwide.

- Must participate in realistic exercises including multidisciplinary and multi-jurisdictional events, and private sector interaction in order to improve integration and interoperability to help ensure that all personnel at

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all jurisdictional levels and cross disciplines can function effectively together during an incident.

Personnel Qualification and Certification:

NIMS, p. 31, par. C: Personnel Qualification and certification: Under NIMS preparedness is based on national standards for qualification and certification of personnel. Standards will help ensure that participating agencies and organizations deploy personnel who possess the minimum knowledge, skills, and experience to execute domestic incident management activities safely and effectively. Standards typically include:

- Training
- Experience
- Credentialing
- Physical Fitness

EMAC system requires national qualification and certification standards. Local, state, tribal, and Federal certifying agencies should credential personnel for their respective jurisdictions.

Equipment Certification:

NIMS, p. 31, par. D: Equipment Certification: Continuing to be developed

To implement this regionalized approach it was suggested that we start with standards and work from there. The following are a combination of thoughts, research, and ideas that were captured, presented, and offered during the development of recommendations as it relates to WMD SWAT:

**Standards/Skill Set:**

Three levels:

- **Basic Tactical Awareness level:** For all sworn peace officers. Trained on basic SWAT awareness. Trained on a level that would make them aware of what they can do and what they should not do in the event of a WMD/ and or hostage/barricade incident. Recommend a basic course that could be given at in service etc. The training curriculum should be standardized and developed by ITOA and meet EDTRAC and NIMS expectations prior to implementation. Some basic information could include but not be limited to:
  - Goals of tactical unit
    - Object is to "win" not to fight.
      - Containment
      - Isolation
      - Demand Surrender
      - Attempt to Negotiate
  - Roles of a deployed tactical unit in a hostage/barricade incident
    - Inner perimeter team
    - React team

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- Entry team
  - Sniper/scout/surveillance teams
  - Roles and relationships of Incident commanders – Negotiators – Tactical Unit – EOD – Decon – Haz Mat
  - Roles and responsibilities of responding officer
  - Incident command training
  - WMD awareness training
  - Active shooter training
- All officers should already be receiving WMD awareness and Basic Incident Command Training. This course should be developed to improve officer safety, and give basic information about tactical operations when resources go beyond routine patrol.
- The course could be implemented by training the trainers in the departments who in turn would train the officers in their departments. Cost would be minimal. Development of curriculum, instruction given to trainers costs.
- **Level I:** Initial Response. Professionally trained tactical unit that may or may not need to meet a Level II WMD certification or have the desire to meet a level II certification status.
  - **Selection:** Any organized team in the state that meets basic requirements would be eligible to participate in the program.
  - **Criteria:** Each member has completed an approved basic SWAT school of at least 40 hours. Each member participates in a minimum of 96 hours of SWAT training each year. The team has the minimum SWAT team and individual equipment to perform basic functions.
  - **Physical Standard and Selection Process:** Meets accepted standard established within its own political sub-division, maintaining sensitivity with legal opinions established within the local jurisdiction. The standards should meet minimum qualifications established by ITOA.
  - **Training:**
    - Training time: (at least 96 hours of SWAT training a year)
    - Regular Tactical WMD training (16 hour course) covering initial SWAT response to WMD. They would further agree to annual attendance at a yearly 16 hour update training session that includes but is not limited to:
      - Decon training with Fire and Haz Mat teams
      - Advanced Support at a WMD incident.
      - Receives advanced swat and WMD training certified for Iowa
      - Incident Command/ Critical Incident
    - Maintain Standard SWAT operations in addition to:
    - Participate in Interagency training and exercises
    - Expectations to assist with SWAT/WMD operations within jurisdiction.

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- Equipment:
  - Individual team members would be provided the following specialized equipment for WMD incidents:
    - Proper air respirator/purifier with training canister and operation canister for proper protection
    - PVC boots
    - Gloves
    - Level B Suit
  - Each Team would be provided the following equipment:
    - Duct tape
    - Gear bags
    - Necessary Decon equipment
- Cost:
  - Training – Pay for the cost of the initial training
  - Equipment :

• APR & Cannisters	\$225.00
• Boots	60.00
• Gloves	30.00
• Gear bag	50.00
• Team equipment	100.00
Total cost 400 officers approximately \$150,000	

- **Level II:**

This will require a level of sophistication and commitment that provides an effective and professional approach to SWAT management. There should be a level of expectation that provides the State of Iowa with highly professional tactical officers that work effectively within the unit, and also within other responding disciplines that will engage during a major incident. There should be an effective balance between experienced seasoned officers who have demonstrated competence physically and mentally under duress. Any team participating at this level should openly demonstrate to an independent policy and accountability team through documentation, site visits, and policy, that all expectations are being met. An accountability group should be established through ITOA and HLSEM that is comprised of board members representing local and state teams throughout the state that are elected by established organizational by laws. Additionally the Level II teams should be willing to establish national level standards as described by best practices from the NTOA and the National Incident Management and Response System. NTOA provides a proposed definition of a SWAT team:

*“A SWAT team is a designated unit of law enforcement officers that is specifically trained and equipped to work as a coordinated team to respond to critical incidents including, but not limited to, hostage taking, barricaded suspects, snipers, terrorist acts and other high-risk incidents. As a matter of agency policy, such a unit may be used to serve high risk*



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*warrants, both search and arrest, where public and officer safety issues  
compel the use of such a unit."*

NTOA Recommendations:

- SWAT teams should provide on-duty training
- POST (ITOA) should continue to develop and certify contemporary curricula for all basic and advanced SWAT training.
- SWAT team personnel (excluding support) should participate in ITOA certified basic and advanced SWAT training. New SWAT team members should not be deployed in operational functions without having first completed an ITOA certified basic training.
- In-service SWAT training should be relevant to SWAT missions as defined in agency policy. Such policy should address individual team members responsibilities, performance-related skills, use of force, and command and control functions. Training should be performance based and ensure that individual team members maintain physical and operational competencies.
- SWAT training "needs assessments" should be conducted annually by each agency to ensure that training is conducted within team capabilities and agency policy.
- SWAT training must include lesson plans and records of attendance. Training should be documented, and such documentation should be retained pursuant to agency policy.
- SWAT team personnel, team administrators and potential incident commanders should receive training regarding SWAT mission assessment, deployment criteria, operational planning, incident command, multi-jurisdictional (task force) protocols, decision making, tactical options, communications and accountability.
- SWAT team training, including firearms, should incorporate established written safety protocols and on-site safety officers.
- SWAT teams should regularly participate in scenario-based training to include all relevant agency crisis intervention components such as field command, patrol, traffic, hostage, negotiations, K9, and bomb technicians, as well as outside agency responders including fire, EMS, and allied law enforcement agencies.

Widely disparate techniques were noted in the execution of SWAT operations.

- Recommendation – Agencies should develop a written set of operational procedures, in accordance with their determination of their Level of Capability, using sound risk reduction practices.

Such procedures should include, but are not limited to:

- Time permitting, an operational plan for responding to each incident;
- A generic checklist to be worked through prior to initiating a tactical action;
- The appropriate role for a trained negotiator;

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- A Standard method of determining whether or not a warrant should be regarded as high-risk. High risk entry checklist, High Risk Warrant Worksheet, High Risk Warrant Service Protocol, High Risk Warrant Tactics Pros and Cons, Considerations regarding law enforcement tactical missions.
- A method for deciding how best to serve a high risk warrant with all alternatives being reviewed in accordance with risk/benefit criteria prior to selecting the method of response.
- A written officer involved shooting policy that is applicable to SWAT operations;
- Debriefings after every deployment of the SWAT team for the purpose of improving future performance;
- Sound risk management analysis;
- The presence of legal counsel when appropriate;
- Standardization of equipment deployed.

There is a wide variety in SWAT models employed in the Nation. With respect to regional teams, there may be concerns expressed about the difficulty in determining appropriate command and control. There is also a concern regarding differing levels of training and experience. A possible lack of accountability was another issue raised. It should be noted that NTOA strongly favors regional SWAT Teams.

- Recommendation: Agencies should analyze their capabilities objectively, utilizing the recommended levels of capability, and develop a unified response policy.

Uniform: Concerns that some officers do not understand the reason behind the type of clothing and markings used in SWAT operations.

- Recommendation: Each Regional team should establish written guidelines for the type and utilization of SWAT equipment. Absent extenuating circumstances, team members should be clearly and conspicuously identifiable as law enforcement personnel.

There is general lack of clarity, among the public as to the exact mission of SWAT. There is a significant level of confusion with regards to SWAT teams, what is their mission, how do they do their work, etc? Regional teams should provide information to the public as to what SWAT teams are, what they do, and what they do not.

- Recommendation – Each agency should engage in a public education program with respect to their SWAT team. The focus should be to educate the public that the primary mission of SWAT teams is the preservation of human life.

The Regional teams operations should begin with the knowledge that law enforcement operations are not military operations. There is not an acceptable level of casualties, particularly of innocent bystanders. The clearest issue in the NTOA report was the need for a set of standards in all aspects of SWAT operations. The lack of clear standards in

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training, tactics, and policy can and must be addressed. There is an opportunity to establish policy and develop a robust accountability within the tactical units in Iowa. This will not only aid Level II teams, but all tactical units at any level.

- Recommendation: Establish an accountability team within ITOA to establish guidelines and standards that do not cross into political agenda's, and are mission specific to the demands of a worst case scenario in the event of a high risk operation that may involve a terrorist event that stretches even the most capable teams.

Law enforcement agencies who participate at Level II Response team level should be provided a collection of specialized training courses focused on terrorism. The issues that follow were identified through a national survey of police officers as those being most important for local agencies. The regional response teams should work toward a unified approach to address these prioritized items of concern:

- Developing written policies and procedures for managing various aspects of terrorism preparedness,
- Managing a critical incident under a unified command system
- Coordinating threat assessment information in their respective regions
- Acquiring or using equipment and technology efficiently, with maintenance accountability,
- Enhance intelligence gathering capabilities with real time intelligence based operations.
- Developing multi-jurisdictional agreements within regional response areas
- Coordinating with nonpublic agencies,
- Developing personnel expertise,
- Coordinating with neighboring law enforcement officials,
- Target identification and assessment.
  - Meets 90% qualification on all weapon's systems used.
    - Handgun
    - Rifle
    - Advanced Sniper Qualification and training
  - Haz Mat awareness qualification
    - Detection and monitoring of chemical and biological environment
    - Decontamination trained
  - Advanced Swat training
    - Swat concepts
    - High risk warrant service
    - Hostage/barricade subject rescue
    - Adaptation to a WMD environment
    - Executive Protection
    - EOD
    - EMT
  - EOD attached personnel

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- Tactical Trained Medic
- Respirator Trained (SCBA) or similar respiratory protection qualification
  - Respiratory program maintained with annual physicals
  - Meets all OSHA and NIOSH requirements
- Meets Physical Standard based on job task: (For consideration)
  - On duty time physical training should be considered.

A mandatory physical standard should be implemented that reflects job related tasks. A comprehensive fitness test must be able to address liability and operational readiness concerns. Operational Tactics, Inc. conducted a case study to develop practical operationally-related fitness standards, as well as methodology to implement these standards. SWAT teams throughout the United States were selected to participate in this study. The SWAT teams selected were comprised of full-time and part-time SWAT officers from large metro, as well as small rural areas. Team size varied from an eight member part-time team to a 30 member full-time team. The purpose of the study was to develop one standardized test that reflects an appropriate level of operational fitness for all SWAT officers, regardless of team size and status (full/part-time). The following is the result of this study and is recommended by Operational Tactics, Inc. for all SWAT officers (Meyers, Brzycki, 2003):

- The test is to be performed in the order as shown. Team members should begin the next event after the last team member has completed the previous one.
  1. One mile run in 12 minutes or less, carrying an assigned unloaded shoulder-fired weapon system while wearing full SWAT gear including tactical footwear. The run may be conducted at a school track for safety reasons.
  2. 60 yard run carrying a 45 pound dumbbell or a one-person ram, in full SWAT gear wearing a gas mask, within 15 seconds
  3. 30-yard low-crawl in full SWAT gear wearing a gas mask, within 60 seconds. The elbows and knees must touch the ground at all times.
  4. Climb over a six-foot fence, unassisted within 10 seconds in full SWAT gear.
  5. Five vertical raises (pull-ups) in full SWAT gear. Using a bar or a beam, start in a hanging position with the palms facing away from the body and the arms fully extended. For the repetition to be counted, the chin must be completely seen over the bar or beam at the conclusion of the upward motion.
  6. Five vertical pushes (dips) in full SWAT gear. Using two parallel bars or beams start in the down position with the arms bent such that the upper arms are approximately parallel to the ground. Then push up the body until both arms are almost completely extended at the top (without "locking" the elbows). Prior to beginning the next repetition, a "one-one-thousand" pause count at the top must occur.



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7. Run up eight flights of stairs (four floors) in full SWAT gear carrying a 45 pound dumbbell or a one-person ram, within 30 seconds.
  8. Move the heaviest team member 20 yards, both in full SWAT gear, within 40 seconds. Any safe carrying, pulling, or dragging technique may be used, but the officer being moved may not offer any assistance. The heaviest team member will move the next heaviest team member on his/her turn.
- Recommendation: There are other worthy job task related standards that may be applicable. There should be a review to establish a LEVEL II physical standard that does not compromise fitness and readiness capabilities of top level teams.
  - Level II training time
    - Minimum of 192 hours annual documented training on required training syllabus.
    - Include One week in-service annually, or two 2.5 days bi-annually
  - Must have cognitive abilities to understand and retain all required protocols, techniques, advanced Incident Command, with knowledge, expertise and ability to operate in a WMD environment.
  - Must meet expectations of Incident Command System, National Incident Management System, State Emergency Operations Plan, and the Terrorism Annex V.
  - Meets board certification
    - Certification board (ITOA?) and/or National Certification Board or similar affiliation that certifies and audits training standards, skill set competencies, written examination, operational readiness, equipment and physical standard to ensure that all required standards are met.

**Concerns about regional team's response:**

- Liability concerns outside normal jurisdiction.
- A local team may leave their normal jurisdiction open if they traveled outside normal area of operation.
- Short handed. Asked to do more with less within their own jurisdiction
  - Leaves open shifts when training, exercising, call-outs outside jurisdiction
- Multi-jurisdictional teams
  - Unit integrity/unity of command problems
  - Best of the best takes from local team
  - Best of the best is not necessarily the best
  - Takes time to build a team
  - administrative problems
  - taken from home team
  - May not be agreeable within the political sub-divisions, or level of commitment cannot come from this level.

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- Concerns about standards and differing political views and legal advice from County and City Attorneys.

**Response Time:**

- Not an issue as Regional WMD tactical units will be responding to a high risk warrant service that is preplanned or a hostage/barricaded subject incident where if properly contained will not require immediate response like an active shooter which all officers should be trained for.

Our final Challenge is to establish the number of Level II teams required statewide. Provided with this document are two maps:

- Municipal, County, Multi-Agency & Task Force Tactical Units in Iowa
- High Population Centers in Iowa

Hopefully, this graphic will help establish the need for Level II regional response teams in certain locations of the State. This should be established by the local jurisdictions decision makers who will commit additional personnel, time, and resources not only within their jurisdictions but possibly outside their jurisdiction.

We should remember the following as these regional locations are established:

- DHS strongly encourages the States to develop regional capabilities and capacities for prevention and response to terrorism incidents
- A recent development suggests a development of “Teams” and the funding of tactical systems, not just individual pieces of equipment.
- DHS will “Steer State and Local efforts toward project oriented process to address common, measurable objectives.”
  - Encouraged to employ regional approaches to planning and preparedness and adopt a regional approach.

In the document (The Iowa Homeland Security Initiative, Envisioning the Future, 2002) it was stated:

*A more valid approach for the distribution of Federal Grant funds to local governments is the premise that Iowa has three classes of terrorist targets: 1) Critical assets, 2) Population centers, and 3) Iowa's agricultural system. Not surprisingly nearly 63% of the assets listed in the Critical Asset Inventory are concentrated in only 27 of Iowa's 99 counties. Two-thirds of Iowa's population lives in these 27 counties. However, Iowa's agriculture system, the state's single largest asset, is for all practical purposes a universal asset for all counties. Recognizing the target*

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*disparities between counties suggests that not all counties are at the same level of risk for terrorist attack, and therefore need not be treated equally in the disbursement of Federal Homeland Security Funds.*

As it relates to emergency response capability, The Department of Public Safety is prepared to play a supporting role in WMD Response with Tactical Team Level II capability, Bomb/EOD, Communications interoperability, investigative and intelligence services to a WMD event as specified in the *Terrorism Annex V* in the *Emergency Response Plan*. The Department of Public Safety has a responsibility to respond to, support and assist all law enforcement and emergency response agencies who request our assistance, within the State of Iowa. The DPS will support all agencies that request our services. By its design, the DPS has operated in a regional approach with all its divisions since its inception, and will continue to provide our resources to any law enforcement agency that requests services.

The next step is to fine tune and publish this report for decision makers within the local jurisdictions throughout the state. A small group should continue with this living document to refine and articulate this document, ensuring that the following is covered:

- Implementation Step 5.5.B (Planning): Ensure that the minimum level of response capability and capacity is defined, and that standards are set by appropriate agencies for (2005):
  - Number of teams required statewide (limited funding)
  - Required Personnel
  - Training level
  - Equipment (to support response concept)
  - Response time (How soon do they have to be there)
  - Exercise requirements
  - Planning requirements

Additional correspondence relating to the topics indicated within this research project in Executive summary form will be generated from Iowa Homeland Security/Emergency Management. I would also like to thank the participants who gave their time and expertise to get this project to this point.

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